iJRASET
International Journal For Research in Applied Science and Engineering Technology



INTERNATIONAL JOURNAL FOR RESEARCH

IN APPLIED SCIENCE & ENGINEERING TECHNOLOGY

Volume: 13 **Issue:** XI **Month of publication:** November 2025

DOI: https://doi.org/10.22214/ijraset.2025.75470

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International Journal for Research in Applied Science & Engineering Technology (IJRASET)
ISSN: 2321-9653; IC Value: 45.98; SJ Impact Factor: 7.538
Volume 13 Issue XI Nov 2025- Available at www.ijraset.com

A Study on Employee Engagement and its Impact on Organizational Performance at UCAL Polymer Industries Limited

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Abstract: ***Employee engagement has emerged as a crucial driver of organizational success in today's competitive business environment. It reflects the emotional commitment, involvement, and enthusiasm that employees demonstrate towards their work and the organization. The present study, conducted at UCAL Polymer Industries Limited, aims to examine the relationship between employee engagement and organizational performance. The research focuses on identifying the factors influencing engagement, such as communication, leadership support, recognition, job satisfaction, and career development opportunities.***
A structured questionnaire was administered among employees of UCAL Polymer Industries Limited to collect primary data, while secondary data was gathered from company reports, journals, and literature reviews. The findings of the study reveals that higher levels of employee engagement contribute to improved productivity, reduced turnover, better teamwork, and enhanced organizational performance. The analysis also indicates that engaged employees show greater loyalty, innovation, and alignment with organizational goals. The study concludes that fostering employee engagement is not just an HR initiative but a strategic tool for sustainable organizational growth. Recommendations are provided to strengthen engagement practices within UCAL Polymer Industries Limited, such as effective communication channels, leadership involvement, recognition programs, and opportunities for skill development. This research emphasizes that employee engagement is a key determinant of organizational performance and that companies like UCAL Polymer Industries Limited can achieve long-term success by prioritizing the well-being and involvement of their workforce.
Keywords: Employee Engagement, Organizational Performance, Job Satisfaction, Productivity, UCAL Polymer Industries Limited.

I. INTRODUCTION

The present study focuses on understanding employee engagement and examining its impact on organizational performance. Employee engagement refers to the emotional and intellectual commitment employees have towards their work and organization. Engaged employees demonstrate higher levels of productivity, motivation, loyalty, and willingness to contribute to organizational goals. In today's competitive business environment, organizations increasingly recognize the importance of fostering a positive work culture, effective communication, supportive leadership, and opportunities for growth to enhance engagement levels. This study explores how employee engagement influences key performance indicators such as efficiency, profitability, customer satisfaction, innovation, and employee retention. By analyzing the relationship between engagement and organizational success, this research aims to highlight the strategic role of human resources in driving performance and sustaining competitive advantage. The findings of the study are expected to provide valuable insights for managers and policymakers to design effective engagement practices that strengthen organizational outcomes. This study explores the complex and multifaceted relationship between employee engagement and key organizational performance indicators. By examining the literature on employee engagement and its impact, this research aims to provide a deeper understanding of how fostering an engaged workforce can lead to enhanced productivity, increased profitability, improved customer loyalty, and decreased employee attrition. Ultimately, by gaining a comprehensive grasp of these dynamics, organizations can develop strategic initiatives to enhance employee engagement, thereby driving sustainable growth and achieving superior competitive advantage. Given its importance, many organizations are investing in strategies to enhance employee engagement, including leadership support, effective communication, recognition, training, and opportunities for professional growth. However, the true value of employee engagement is realized when it is directly linked to *organizational performance*. Research indicates that organizations with highly engaged employees consistently outperform those with low engagement levels in terms of financial results, operational efficiency, and long-term sustainability.

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This study, therefore, aims to explore the relationship between employee engagement and organizational performance. By examining the factors that drive engagement and analyzing how it influences productivity, efficiency, and overall success, the research seeks to provide insights into how organizations can create a more engaged workforce and achieve superior performance outcomes.

II. OBJECTIVES OF THE STUDY

1) To study the various factors influencing employee engagement.
2) To examine the impact of Employee Engagement on organizational performance.
3) To find the role of leadership practices in promoting employee engagement.

III. LITERATURE REVIEW

Gou & Hou 2022 Employee engagement is the emotional commitment and level of involvement that employees have towards their work, colleagues, and the organization as a whole. It goes beyond mere job satisfaction and reflects a deep connection that motivates employees to go above and beyond their basic responsibilities.

Gouda & Tiwari, 2022 Leadership plays a critical role in employee engagement. When leaders create a supportive and inspiring work environment, employees feel valued and motivated. Leaders who communicate openly, provide feedback and empower their teams to make decisions contribute to higher levels of employee engagement, which in turn positively impacts organizational performance

Sadia et.al, 2016 Communication is strongly related to productivity in an organization, and it depends on the number of communications. Therefore, organizations need to have comprehensive communication strategies that engage all employees, encourage feedback, and celebrate successes.

Bakker & Demerouti 2014 The significance of employee engagement lies in its association with positive individual and organizational outcomes. Research shows that engaged employees exhibit higher levels of productivity, creativity, and resilience.

AbuKhalifeh & Som, 2013 The interplay between employee engagement and organizational performance has been a focal point of research in organizational behavior. Engaged employees are more likely to demonstrate discretionary effort, align with organizational goals, and contribute to superior performance outcomes.

IV. RESEARCH METHODOLOGY

A. Meaning Of Research Methodology

Research methodology is the structured, systematic, and theoretical analysis of the methods applied to a field of study. Essentially, it is the overall strategy or "roadmap" a researcher uses to conduct their study. It explains how the research was conducted and, critically, why certain methods were chosen over others to ensure the results are valid and reliable and directly answer the research question. It's a comprehensive framework that includes the research design, data collection methods, data analysis methods, and the rationale for all these choices.

B. Research Design

This study is descriptive in nature. Descriptive research is an exploration of certain existing phenomenon. It is mostly done when a researcher wants to gain a better understanding of the topic Primary data is collected through a survey. The survey is carried out by the means of self- administered, structured questionnaire and secondary data is collected from articles. Research papers of various journey.

Sampling framework:

- Sampling unit-employees of Ucal Polymer Industries Limited
- Sampling size-138

The tools used are,

- Chi-square: The Chi-Square test is a non-parametric statistical method used to examine the relationship between two categorical variables. It evaluates whether the observed data deviate significantly from the expected data under the assumption of no association. This test is widely used in hypothesis testing to determine independence or goodness of fit.
- Correlation: Pearson correlation is a statistical measure that quantifies the linear relationship between two continuous variables. It is denoted by r, which ranges from -1 to +1.

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V. DATA ANALYSIS

A. Meaning of Data Analysis

Analysis of data is a process of inspecting, cleaning, transforming and modeling data with the goal of discovering useful information, suggesting confusions and supporting decision making. Data analysis has multiple facts and approaches, encompassing diverse technique under a variety of names, in different business, science and social science domains.

B. Correlation

To investigate whether there is a relationship or association between an employee's satisfactions with the feedback they receive about their performance and their satisfaction with performance based promotion.

C. Hypothesis

Null Hypothesis (H0): There is no significant relationship between satisfaction with performance feedback and satisfaction with performance based promotion.

Alternative Hypothesis (H1): There is a significant relation between performance feedback and satisfaction with performance based promotion.

		Are you satisfied with the feedback you receive about your performance	How satisfied are you with the performance based promotion
Are you satisfied with the feedback you receive about your performance	Pearson Correlation	1	.108
	Sig. (2-tailed)		.207
	N	138	138
How satisfied are you with the performance based promotion	Pearson Correlation	.108	1
	Sig. (2-tailed)	.207	
	N	138	138

D. Inference

- The p-value (0.207) is greater than the standard significance level of 0.05. Therefore null hypothesis is accepted.
- There is no statistically significant correlation between an employee's satisfaction with performance feedback and their satisfaction with performance based promotion.

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E. Chi -Square Test

To investigate whether there is a relationship or association between employee's perception of receiving clear and timely communication from their supervisor and their participation in group training that fosters teamwork.

F. Null Hypothesis (H0)

There is no association between receiving a clear and timely communication from a supervisor and an employee's participation in group training that fosters teamwork.

G. Alternate Hypothesis (H1)

There is a statistical significant between receiving a clear and timely communication from a supervisor and an employee's participation in group training that fosters teamwork.

	Value	df	Asymptotic Significance (2-sided)	Exact Sig. (2-sided)	Exact Sig. (1-sided)
Pearson Chi-Square	1.699[a]	1	.192		
Continuity Correction	.523	1	.470		
Likelihood Ratio	1.322	1	.250		
Fisher's Exact Test				.213	.213
Linear-by-Linear Association	1.687	1	.194		
N of Valid Cases	138				

a. 1 cells (25.0%) have expected count less than 5. The minimum expected count is .88.

b. Computed only for a 2x2 table

Inference:

- The chi square test with a p-value of 192(greater than 0.05) indicates no statistically relationship between the variables being tested.
- The chi-square might be unreliable because 25% of cells have an expected count less than 5.

VI. FINDING, SUGGESTIONS CONCLUSION

A. Finding

1) The highest proportion of respondents belong to the age group 18–30 years (33.33%), indicating that younger individuals form the largest segment of the sample. The next major groups are 41–50 years (26.81%) and 31–40 years (25.36%), showing a fairly balanced representation of middle-aged respondents. However, the above 50 years group (14.49%) has the least representation, suggesting that older individuals are comparatively fewer in the sample.

2) The gender distribution of the respondents. It shows that a majority of the respondents are male, accounting for 72.46% of the total sample. In contrast, female respondents make up only 27.54%. This indicates that the survey or study has a higher participation rate from males compared to females.

3) A significant majority of respondents, 79.71%, do not feel secure in their current job position, while only 20.29% feel secure. This highlights a serious concern regarding job security among employees, suggesting widespread uncertainty and instability in the workplace. Such a lack of job security could negatively impact employee morale, engagement, and productivity, and it may also increase turnover rates as employees might seek more stable opportunities elsewhere.

4) The majority of people are dissatisfied with the feedback they receive about their performance. The dissatisfaction is split between the "Dissatisfied" and "Highly Dissatisfied" categories, which together account for a significant portion of the responses (33.33% + 19.57% = 52.9%). A smaller but still notable group is satisfied, with "Highly Satisfied" responses at 32.61% and "Satisfied" at a mere 3.62%.

B. Suggestions

1) Implement regular, transparent communication from leadership regarding the company's financial health, future plans, and any changes that may affect employees. This helps build trust and reduce anxiety.

2) Link team-building activities to organizational objectives. For example, a problem-solving workshop could be a great team-building exercise that also benefits the company.

3) Make it easier for employees to apply for and transition into new roles within the company. This shows that the organization is invested in their long-term growth.

C. Conclusion

The study clearly establishes that employee engagement plays a pivotal role in determining the overall performance of an organization. Findings reveal that when employees are emotionally committed, motivated, and aligned with the vision and values of the company, their productivity, innovation, and quality of work improve significantly. Engaged employees not only contribute positively in achieving business goals but also foster a culture of collaboration, trust, and accountability.

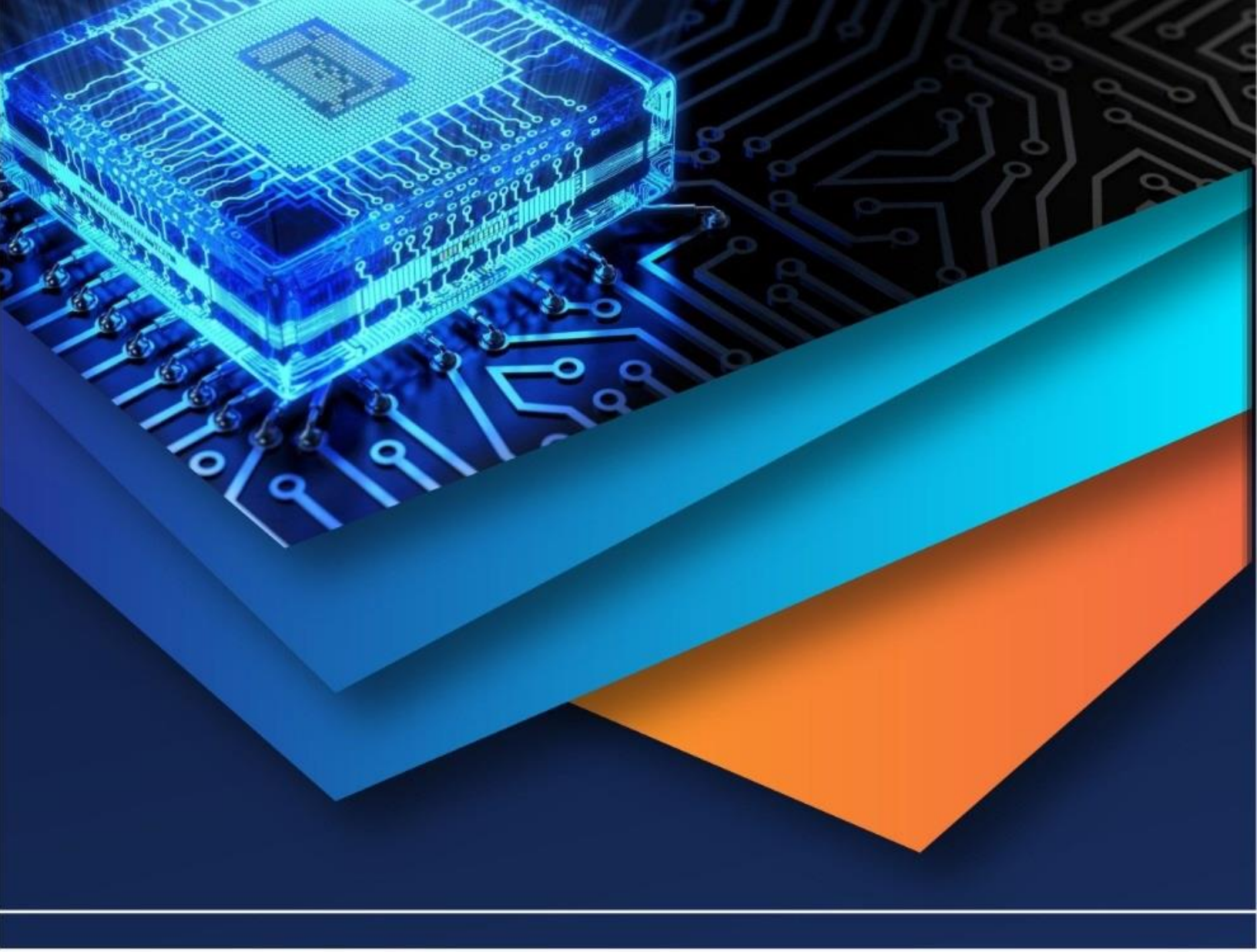
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