

A Study on Employee Engagement in Eurotherm India Private Limited, Pallavaram

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ABSTRACT

Employee engagement has become one of the most important factors influencing organizational performance, employee productivity, job satisfaction, and employee retention in modern organizations. This study focuses on analyzing the level of employee engagement

among the employees at Eurotherm India Private Limited, Polavaram.

The study aims to understand employees' perceptions regarding leadership, communication, motivation, recognition, training and development, decision-making participation, job satisfaction, and emotional connection with the organization. A descriptive research design with a quantitative research approach was adopted for the study. Primary data were collected through a structured questionnaire from 100 employees using a simple random sampling method. The study concludes that employee engagement plays a significant role in improving employee productivity, organizational commitment, and retention. The organization should focus on strengthening communication, improving leadership support, enhancing recognition systems, encouraging employee participation, and providing effective training and development opportunities.

KEYWORDS: Employee Engagement, Job Satisfaction, Employee Motivation, Organizational Commitment, Workplace Environment, Employee Retention

INTRODUCTION

Employee engagement is an important concept in human resource management that refers to the level of commitment, involvement, enthusiasm, and emotional connection employees have toward their organization and work. Engaged employees are highly motivated to contribute toward organizational goals and perform their responsibilities effectively.

In today's competitive business environment, organizations are increasingly focusing on employee engagement because it directly influences employee morale, loyalty, retention, and workplace efficiency. Organizations that provide supportive leadership, fair treatment, effective communication, and opportunities for employee growth are more likely to create a positive and engaging work environment. Thus, employee engagement is not only about bringing employee to work hard in their jobs but also the process of how individuals give their best effort to perform their job. Employee Engagement is the process of two-way relationship which requires or involves both the employer and the employee. Employee Engagement also means an employee being valued and trusted and enjoying doing their jobs in the organization.

REVIEW OF LITERATURE

Verma and Singh (2026) examined the impact of modern training methods on employee skill development in organizations. The study found that innovative and structured training approaches significantly improve employees' learning and understanding of job-related tasks. By using modern training techniques, organizations can enhance

employees' knowledge, practical skills, and overall work capabilities. The findings indicate that effective training methods increase employee effectiveness and contribute to improved organizational performance.

Kumar and Patel (2026) examined the role of development programs in improving employee job performance in organizations. The study revealed that development programs help employees enhance their professional capabilities, knowledge, and skills required for their roles. These programs support employees in adapting to new work methods and improving their overall competence. The findings indicate that effective development initiatives lead to better job performance and contribute to organizational productivity.

Reddy and Sharma (2026) analysed the relationship between employee training and work efficiency in organizations. The study found that training programs play a significant role in improving employees' efficiency by enhancing their skills and job-related knowledge. Proper training helps employees perform tasks more accurately and confidently. The findings also indicate that effective training reduces work errors and contributes to better overall performance within the organization.

Lakshmi and Prasad (2025) examined the importance of learning and development programs in improving employee performance in organizations. The study found that learning initiatives help employees enhance their skills and knowledge required for effective job performance. Through continuous learning opportunities, employees become more capable and confident in handling their responsibilities. The findings indicate that learning and development programs enhance employee productivity and contribute to overall organizational growth.

Singh and Gupta (2025) examined the relationship between training programs and employee performance improvement in organizations. The study found that training helps employees enhance their task performance by improving their knowledge and job-related skills. Through effective training programs, employees gain better understanding of their responsibilities and perform their duties more efficiently. The findings indicate that training contributes to performance improvement and increases overall workplace efficiency.

RESEARCH DESIGN

The research design adopted for this study is quantitative with a descriptive research approach. A research design serves as a blueprint that guides the process of data collection, measurement, and analysis.

Sample size and population

Following methods were adopted in selecting the sample for conducting this study.

Geographical Area: Eurotherm India Private Limited

Sampling Frame: Employees

Sampling techniques: Simple Random Sampling

Sample Size :100

Tools for data collection

Questionnaire

Sources of Data:

Primary data

Primary data consists of original information collected for specific purpose. In this study primary data has been used. To obtain the primary data a well-structured close ended questionnaire was prepared to get the response. The respondents were given up the questionnaire and made them fill it to get the response.

Secondary data

Secondary data can be defined as the information already existing somewhere having been collected for some other purpose. In this study the secondary information is obtained from the Journals, various books, and articles and from the company.

Research instrument

In this study, a questioner was used to collect data to discover employee relations and their reward knowing only a purposeful statement based upon research objectives and was included. All questioners were closed to elicit a standardized responses in the instrument used. This study considered as 5-point Likert scale: Strongly Agree(5); Agree(4); Neutral(3); Disagree(2); Strongly disagree(1) the questioner comprises two section.

Collection of data

The descriptive statistics such as frequency, the standard deviation will be used for the analysis of the research questions while the hypotheses testing will be done with Kendall rank correlation coefficient via SPSS (Statistical Package for Social Sciences) computer software version 26.0 was used to run the analyses. The Kendall rank correlation coefficient is commonly referred to as Kendall's tau coefficient (after the Greek letter τ), is a statistic used to measure the ordinal association between two measured quantities.

Tools for the study

- Simple percentage analysis
- Correlation
- Chi square test

STATEMENT OF PROBLEM

Employee engagement plays a vital role in improving employee performance, productivity, job satisfaction, and organizational growth. In today's competitive business environment, organizations must ensure that employees are emotionally committed to their work and motivated to contribute toward organizational goals. However, many companies face challenges such as low motivation, lack of communication, work pressure, limited career growth opportunities, and reduced employee involvement in decision-making processes, which may affect employee engagement levels.

In Eurothema India Pvt Ltd, understanding the level of employee engagement is important to identify factors that influence employee satisfaction and commitment toward the organization. Employees may experience issues related to work environment, recognition, leadership support, training, and work-life balance, which can directly impact their efficiency and retention.

Therefore, this study aims to examine the level of employee engagement among employees in Eurothema India Pvt Ltd, Polavaram, and identify the problems affecting engagement. The study also focuses on finding suitable measures to improve employee participation, motivation, and overall organizational effectiveness.

OBJECTIVES OF THE STUDY

PRIMARY OBJECTIVE:

- ✓ To study the level of employee engagement at Eurotherm India Private Limited, Polavaram.

SECONDARY OBJECTIVE:

- ✓ To access the level of Employee Satisfaction towards workplace environment.
- ✓ To know the level of employee's involvement towards their work.
- ✓ To study the relationship between employer and the employees.

- ✓ To analyses the factors influencing and key drivers of employee engagement.

STATASTICAL TOOLS

CHI SQUARE

Hypothesis:

Null Hypothesis: There is no significant relationship between communication between employees and management and how often the organization recognizes employee achievements.

Alternative Hypothesis: There is a significant relationship between communication between employees and management and how often the organization recognizes employee achievements.

Hypothesis Test:

How effective is the communication between employees and management? How often does your organization recognize your achievements? Crosstabulation

			How often does your organization recognize your achievements?					Total
			always	often	sometimes	rarely	never	
How effective is the communication between employees and management?	very effective	Count	4	6	2	1	2	15
		Expected Count	2.6	4.4	5.0	2.0	1.2	15.0
	effective	Count	8	10	7	6	1	32
		Expected Count	5.4	9.3	10.6	4.2	2.6	32.0
	average	Count	4	8	13	3	2	30
		Expected Count	5.1	8.7	9.9	3.9	2.4	30.0
	poor	Count	1	5	8	2	1	17
		Expected Count	2.9	4.9	5.6	2.2	1.4	17.0
	very ineffective	Count	0	0	3	1	2	6
		Expected Count	1.0	1.7	2.0	.8	.5	6.0
Total		Count	17	29	33	13	8	100
		Expected Count	17.0	29.0	33.0	13.0	8.0	100.0

Chi-Square Tests

	Value	Df	Asymptotic Significance (2-sided)
Pearson Chi-Square	20.500 ^a	16	.199
Likelihood Ratio	21.841	16	.148
Linear-by-Linear Association	6.277	1	.012

N of Valid Cases	100		
a. 18 cells (72.0%) have expected count less than 5. The minimum expected count is .48.			

INTERPRETATION:

A Chi-Square test showed no significant association between the variables, $\chi^2(16, N = 100) = 20.500, p = .199$. Although the linear-by-linear association was significant ($p = .012$), the Chi-Square assumptions were violated because 72% of cells had expected counts less than 5; therefore, the result should be interpreted with caution.

CORRELATION

Null Hypothesis: There is no significant correlation between work experience of the respondents and their emotional connection to the organization.

Alternative Hypothesis: There is a significant correlation between work experience of the respondents and their emotional connection to the organization.

Correlations			
		Work Experience_of_the_respondents	Do you feel emotionally connected to your organization?
Work Experience_of_the_respondens	Pearson Correlation	1	.205*
	Sig. (2-tailed)		.041
	N	100	100
Do you feel emotionally connected to your organization?	Pearson Correlation	.205*	1
	Sig. (2-tailed)	.041	
	N	100	100
*. Correlation is significant at the 0.05 level (2-tailed).			

INTERPRETATION:

A Pearson correlation analysis showed a weak positive relationship between work experience of the respondents and their emotional connection to the organization ($r = .205, p = .041$). Since the p-value is less than .05, the relationship is statistically significant.

FINDINGS:

1. A Chi-Square test showed no significant association between the variables, $\chi^2(16, N = 100) = 20.500, p = .199$. Although the linear-by-linear association was significant ($p = .012$), the Chi-Square assumptions were violated because 72% of cells had expected counts less than 5; therefore, the result should be interpreted with caution.
2. A Pearson correlation analysis showed a weak positive relationship between work experience of the respondents and their emotional connection to the organization ($r = .205, p = .041$). Since the p-value is less than .05, the relationship is statistically significant.

CONCLUSION:

The study highlights important insights into employee engagement and organizational practices. The majority of respondents belong to the 26–30 years age group, indicating that young employees form a significant part of the workforce. Female employees slightly outnumber male employees, showing a balanced representation of gender in the organization. Most respondents are diploma holders, married, and belong to joint families, which reflects the social and educational background of the employees. In terms of income and experience, the majority earn between \$20,001 and \$30,000 and possess 2–3 years of work experience, indicating a workforce that is moderately experienced and in the early stages of career development.

The findings also reveal mixed opinions regarding organizational leadership, communication, motivation, and employee engagement. A large number of respondents expressed neutral opinions about leadership effectiveness, job motivation, job satisfaction, emotional connection with the organization, and recommending the organization as a good workplace. Many employees stated that managers rarely encourage participation in decision-making, while only a limited number strongly agreed that communication and engagement positively influence productivity and performance. Recognition, training opportunities, and employee involvement were also found to be moderate, suggesting the need for improvement in organizational support systems.

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