# A Study on the Impact of Employee Engagement on Organizational Performance with Respect to Vasanth & Co

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## ABSTRACT

Employee engagement has an impact on motivation, productivity, commitment and the quality of service that employees provide especially in retail organisations where employees meet customers face-to-face. I studied how employee engagement affects performance at Vasanth & Co a multi-brand consumer electronics and home appliance retailer located in Tamil Nadu. This study was carried out during my internship at Vasanth & Co. I used a research design. I collected data from 52 employees by means of a structured questionnaire sent through Google Forms. I gathered data from books, journals, research articles, company reports and websites. I analysed the data with percentage analysis Pearson correlation, Chi-square analysis and one-way ANOVA. The percentage analysis showed a positive level of employee engagement: 94.23 % of respondents were motivated or highly motivated 94.23 % were proud to work at the company and 84.62 % gave an overall employee engagement rating of 4 or 5. Recognition (65.38 % positive) and professional growth (69.23 % positive) recorded the levels of agreement. Pearson correlation revealed positive relationships among motivation, work quality, loyalty and communication ($r = 0.749$ to $0.906$ $p < 0.001$). The Chi-square test showed that responses on all four factors were not evenly distributed ($p < 0.001$) and one-way ANOVA revealed a difference, between male and female employees ($p < 0.001$).

I conclude that Vasanth & Co can strengthen performance by continuing its engagement practices while paying more attention to recognition, communication, workplace support and professional growth.

**Keywords:** Employee Engagement, Organizational Performance, Motivation, Communication, Loyalty, Retail Industry, Vasanth & Co

## INTRODUCTION

Employee engagement means how much employees care, feel excited and get involved with their work and the company. Employee engagement is not about being happy with a job. Engaged employees want to help the company reach its goals and are ready to do work. Engaged employees are usually more productive engaged employees are more likely to stay with the company. Engaged employees help make a good workplace culture.

The consumer electronics and home appliance retail industry in India is very competitive. Customers compare things: brands, prices ways to pay, delivery, installation and service after they buy. Physical stores compete with shops by showing products giving personal help and providing support. In this setting sales employees make a difference in how customers feel. The knowledge of sales employees the motivation of sales employees and the way sales employees talk to customers shape how well the retailer does.

Vasanth & Co is a multi-brand retailer of consumer electronics and home appliances. Vasanth & Co started in 1978. Mainly works in Tamil Nadu with a branch in Bengaluru. Its employees do sales help customers, show products handle

billing manage stock, coordinate deliveries and give after-sales support. While doing an internship at Vasanth & Co I saw that employee engagement was a factor, in Vasanth & Co's daily work. That observation led to this study.

## STATEMENT OF THE PROBLEM

I notice that retail employees are the link between Vasanth & Co and its customers. The level of employee engagement that retail employees have can change the quality of service and the results of the business. Retail employees often face problems such as heavy workload, no recognition, gaps in communication limited chances to grow and not enough help. All these problems can lower employee engagement. That is why Vasanth & Co must learn how its retail employees feel about their work what pushes them to stay engaged and whether higher employee engagement actually means work quality, more loyalty and better performance. Because of this a study of how employee engagement affects the performance of Vasanth & Co is needed.

## OBJECTIVES

### Primary Objective

To study how engaged the employees of Vasanth & Co feel and to see how employee engagement affects their work performance.

### Secondary Objectives

The secondary objectives of the study are to assess the level of employee engagement among employees of Vasanth & Co; to identify the factors influencing employee engagement, such as motivation, recognition, communication, teamwork and workplace support; to examine the relationship between employee engagement and employee performance; to understand employees' perceptions regarding job satisfaction, involvement and commitment towards the organization; to identify the challenges that may affect employee engagement in the workplace; and to suggest suitable measures, for improving employee engagement and performance at Vasanth & Co.

## RESEARCH QUESTIONS

The study seeks to answer the following research questions. What is the level of employee engagement among the employees of Vasanth & Co? What factors influence employee engagement? What is the relationship between motivation, communication, work quality and loyalty? How do employees perceive recognition, organizational support, job satisfaction and professional growth? Do male and female employees differ in motivation, work quality, loyalty and communication?

## LITERATURE REVIEW

**Kumari, H. and Patil, R. P. (2023).** The study examined engagement practices in public sector banks in India and found significant relationships between practices such as training and development, recognition and leadership support and outcomes such as productivity, job satisfaction and organizational commitment. Engagement is therefore shaped by the practices an organisation adopts.

**Gallup (2024).** The Q12 meta-analysis covered more than 180,000 teams and examined how engagement is related to business outcomes across many organisations. It provides large-scale evidence that differences in engagement are associated with differences in workplace and business performance.

**Gujanal, P. and Nelogal, P. (2024).** The study assessed engagement levels in an organised retail store in Hubli-Dharwad using the Gallup Q12 questionnaire. It showed why engagement should be examined within retail organisations, where employees interact directly with customers.

**Mundhra, E. and Pramanik, A. (2024).** Using data from 268 employees in service sectors, the study found that work engagement is associated with work performance and that work autonomy can strengthen this relationship.

**Panigrahi, A., Behera, S. and Kumar, A. (2024).** This systematic review of 28 studies published between 2017 and 2024 concluded that both employee engagement and organizational commitment contribute to better employee performance and organisational outcomes.

**Wang, J. and Abdul Rahman, A. A. B. (2024).** The review examined 112 articles and analysed 13 relevant studies in detail. It found that engagement has a direct and positive influence on individual work performance.

**Mtshali, T. P. and Harmse, C. (2026).** The study examined whether a significant relationship exists between engagement and work performance among administrative employees at a university of technology, treating both as important to organisational success.

**Wahyudiah, A., Hadiyatno, D. and Nurlia (2026).** Using SEM-PLS on data from 48 employees, the study found that compensation and work environment significantly influenced engagement, with work environment having the strongest effect, although neither had a significant direct effect on performance.

## RESEARCH METHODOLOGY

A descriptive research design was adopted because the main objective of the research is to understand the present level of employee engagement and employees' opinions about their work at Vasanth & Co. Convenience sampling was used: the Google Forms questionnaire was shared with employees through e-mail and WhatsApp, and respondents were selected based on their availability and willingness to participate. The sample consists of 52 employees of Vasanth & Co.

Both primary and secondary data were used. Primary data was collected through a structured questionnaire prepared using Google Forms from the 52 employees. The questionnaire contained demographic questions and statements measured on a five-point Likert scale ranging from Strongly Disagree to Strongly Agree. Secondary data was collected from books, journals, research articles, company information, industry reports and websites. The collected responses were analysed in SPSS using Percentage Analysis, Pearson Correlation, Chi-Square Analysis and One-Way ANOVA.

Employee engagement, represented by motivation, communication, collaboration, recognition and commitment, was treated as the independent variable. Employee and organizational performance, represented by productivity, work quality, loyalty and organizational success, was treated as the dependent variable.

## LIMITATIONS

The study has some limitations. First the study is based on 52 respondents. May not reflect the views of all employees at Vasanth & Co. Second, the time to collect information and complete the report was limited so responses could not be gathered from all branches. Third convenience sampling was used, which means not every employee had an opportunity to be selected. Fourth the study relies on employees' opinions and some respondents might have been reluctant to share their true thoughts. Fifth organizational performance was measured through employees' perceptions of productivity work quality and loyalty than using actual financial or operational data. Sixth the findings are specific to Vasanth & Co. Should not be automatically applied to other organizations or industries. Seventh the structured questionnaire restricts respondents to the given options, which may not fully capture all experiences. Finally other factors such as leadership, compensation and organizational culture may also affect engagement. These were not explored in detail.

## PERCENTAGE ANALYSIS

Percentage analysis was conducted to understand the profile of the respondents and their views, on engagement. Table 1 presents the profile of the respondents. Table 2 outlines the work-engagement indicators. Table 3 shows the workplace factors that influence engagement.

**Table 1: Profile of the Respondents (N = 52)**

| Particulars | Category | No. | % |
|---|---|---|---|
| Gender | Male | 23 | 44.23 |
| | Female | 29 | 55.77 |

| Particulars | Category | No. | % |
|---|---|---|---|
| Age | 20–30 years | 37 | 71.15 |
| | 31–40 years | 11 | 21.15 |
| | 41–50 years | 4 | 7.69 |
| Length of service | Below 1 year | 10 | 19.23 |
| | 1–3 years | 24 | 46.15 |
| | 4–6 years | 4 | 7.69 |
| | 7–10 years | 2 | 3.85 |
| | Above 10 years | 12 | 23.08 |

*Source: Primary Data – SPSS Output (2026)*

Female respondents formed the majority (55.77%), and 71.15% of respondents were aged 20–30 years, showing a predominantly young workforce. Most respondents (51.92%) belonged to the ₹11,000–₹20,000 monthly income group, and the largest group by length of service (46.15%) had 1–3 years of experience.

**Table 2: Work-Engagement Indicators (N = 52)**

| Indicator | Favourable responses | No. | % |
|---|---|---|---|
| Motivated or highly motivated to do their best | Motivated / Highly motivated | 49 | 94.23 |
| Feel productive at work | Always / Often | 45 | 86.54 |
| Rated work involvement 4 or 5 (out of 5) | 4 or 5 | 45 | 86.54 |
| Interested in daily work | Always / Often | 42 | 80.77 |
| Proud to work at Vasanth & Co | Agree / Strongly agree | 49 | 94.23 |
| Engagement improves productivity | Improves / Greatly improves | 42 | 80.77 |
| Overall engagement rated 4 or 5 (out of 5) | 4 or 5 | 44 | 84.62 |

*Source: Primary Data – SPSS Output (2026)*

Table 2 shows a strongly positive picture. Motivation and pride in the organisation were the highest-rated indicators (94.23% each), and 84.62% of respondents rated their overall engagement at 4 or 5. Only 3 respondents were neutral about their motivation, and none reported being unmotivated.

**Table 3: Perception of Workplace Factors (N = 52)**

| Factor | Positive (%) | Neutral (%) | Negative (%) |
|---|---|---|---|
| Employee recognition | 65.38 | 19.23 | 15.38 |
| Professional growth opportunities | 69.23 | 15.38 | 15.38 |
| Job satisfaction | 73.08 | 11.54 | 15.38 |
| Workplace communication | 73.08 | 9.62 | 17.31 |
| Organizational support | 76.92 | 9.62 | 13.46 |
| Loyalty to the organization | 78.85 | 9.62 | 11.54 |
| Communication with colleagues | 84.62 | 3.85 | 11.54 |

| Factor | Positive (%) | Neutral (%) | Negative (%) |
|---|---|---|---|
| Opportunities and support for engagement | 88.46 | 5.77 | 5.77 |

*Source: Primary Data – SPSS Output (2026)*

Every factor received more positive than negative responses. Recognition (65.38%) and professional growth (69.23%) recorded the lowest positive responses, while opportunities and support for engagement (88.46%) and communication with colleagues (84.62%) recorded the highest. Even for the best-rated factors, some employees were neutral or negative, which shows scope for improvement.

## CORRELATION RESULT

Pearson correlation was used to examine the relationship among motivation, work quality, loyalty and communication.

**$H_0$:** There is no significant relationship between motivation, work quality, loyalty and communication among employees at Vasanth & Co.

**Table 4: Pearson Correlation Among Engagement Factors (N = 52)**

| Variables | Pearson r | Sig. (2-tailed) | Strength |
|---|---|---|---|
| Work quality and Loyalty | 0.906** | < 0.001 | Very strong |
| Motivation and Loyalty | 0.847** | < 0.001 | Very strong |
| Motivation and Work quality | 0.825** | < 0.001 | Very strong |
| Communication and Loyalty | 0.805** | < 0.001 | Very strong |
| Communication and Work quality | 0.789** | < 0.001 | Strong |
| Motivation and Communication | 0.749** | < 0.001 | Strong |

*Source: Primary Data – SPSS Output (2026). **Significant at the 0.01 level.*

All six correlations were strong and positive, with r ranging from 0.749 to 0.906 and $p < 0.001$. The strongest relationship was between work quality and loyalty ($r = 0.906$). Since the significance values are below 0.05, the null hypothesis is rejected. Employees who reported higher motivation and better communication also tended to report better work quality and stronger loyalty.

## CHI-SQUARE RESULT

A Chi-square test was carried out on the response distributions for communication, work quality, motivation and loyalty to examine whether responses were evenly spread across the response categories.

**$H_0$:** There is no significant difference in the distribution of responses across categories for communication, work quality, motivation and loyalty.

**Table 5: Chi-Square Test Results (N = 52)**

| Variable | Chi-Square ($\chi^2$) | df | p-value | Decision |
|---|---|---|---|---|
| Communication | 33.385 | 3 | < 0.001 | Reject $H_0$ |
| Work quality | 45.846 | 3 | < 0.001 | Reject $H_0$ |
| Motivation | 20.115 | 2 | < 0.001 | Reject $H_0$ |
| Loyalty | 34.346 | 4 | < 0.001 | Reject $H_0$ |

*Source: Primary Data – SPSS Output (2026)*

The Chi-square values were significant for all four variables ($p < 0.001$), so the null hypothesis is rejected. This means the responses were not evenly distributed across the categories; most employees chose the favourable categories,

particularly for work quality (34 of 52 responded "always"), motivation (29 "highly motivated") and loyalty (23 "strongly agree").

## ANOVA RESULT

One-way ANOVA was used to test whether male and female employees differ in motivation, work quality, loyalty and communication.

**$H_0$:** There is no significant difference between male and female employees with respect to motivation, work quality, loyalty and communication.

**Table 6: One-Way ANOVA by Gender (Male n = 23, Female n = 29)**

| Variable | Male mean | Female mean | F | df | p-value |
|---|---|---|---|---|---|
| Motivation | 1.00 | 1.90 | 59.325 | 1, 50 | < 0.001 |
| Work quality | 1.00 | 2.10 | 23.888 | 1, 50 | < 0.001 |
| Loyalty | 1.00 | 2.66 | 66.174 | 1, 50 | < 0.001 |
| Communication | 1.00 | 2.21 | 45.002 | 1, 50 | < 0.001 |

*Source: Primary Data – SPSS Output (2026). Responses were coded with 1 as the most favourable category, so a lower mean indicates a more favourable response.*

The differences between male and female employees were significant for all four variables ($p < 0.001$), so the null hypothesis is rejected. Because lower codes represent more favourable responses, male respondents recorded more favourable scores than female respondents on motivation, work quality, loyalty and communication. Female employees, who formed the majority of the sample, therefore appear to be the group where engagement efforts may need more attention.

## FINDINGS

Most respondents (55.77%) are female, and 71.15% belong to the 20–30 years age group. The majority of employees (94.23%) are motivated or highly motivated, 86.54% feel productive always or often, 86.54% rated their work involvement at 4 or 5, and 94.23% are proud to work at Vasanth & Co. In addition, 80.77% of respondents believe that employee engagement improves or greatly improves productivity.

Recognition (65.38% positive) and professional growth (69.23% positive) received the lowest levels of agreement. Workplace communication (73.08% positive) and job satisfaction (73.08% positive) are positive overall, although 17.31% and 15.38% of respondents respectively gave negative responses.

Motivation, work quality, loyalty and communication are strongly and positively correlated ($r = 0.749$ to $0.906$, $p < 0.001$), and the strongest relationship is between work quality and loyalty. Responses on communication, work quality, motivation and loyalty are concentrated in the favourable categories ($p < 0.001$). Male employees recorded more favourable scores than female employees on all four factors ($p < 0.001$).

## SUGGESTIONS

Vasanth & Co should introduce regular recognition through appreciation, awards or incentives for good performance, since recognition received the lowest level of agreement. Training programmes, learning opportunities and clear career-development paths should also be provided so that employees can see a future within the organisation.

Communication can be strengthened through open discussions, regular team meetings and better coordination between employees and departments, and managers should maintain open communication and give timely guidance whenever employees face difficulties at work. Employees should also be involved in decision-making, team activities and workplace discussions so that they feel valued and connected, and the company should regularly communicate how their contributions help the organisation achieve its goals, to strengthen the link between engagement and performance.

The reasons behind the gender difference in engagement scores should be explored and, where needed, support measures should be designed for the group with less favourable responses. Finally, the company should continue the practices that are already creating positive engagement, while giving added attention to recognition, communication, workplace support and professional growth.

## DISCUSSION

The study shows that employees at Vasanth & Co are mostly engaged in their work. A high number of them feel motivated (94.23%) proud to be part of the company (94.23%) and involved in their jobs (86.54%). This kind of commitment matters a lot in retail, where staff interact directly with customers. Their attitude can. Break the customer experience.

The results also show that motivation, communication, work quality and loyalty are closely linked. When one improves the others tend to follow. This matches what other researchers like Wang and Abdul Rahman (2024) and Panigrahi, Behera and Kumar (2024) found. That engaged and committed employees usually perform better. The part about communication is especially important. When people feel heard and supported they are more likely to do their work

Not everything is strong. Recognition and chances for growth were the weakest points. Some employees gave negative answers on every factor. This is similar to what Kumari and Patil (2023) found. That recognition, training and leadership support are key to keeping employees engaged. Improving these areas could help boost engagement more. Also the ANOVA results show a difference based on gender meaning not all employees may feel the level of engagement.

Still there are limits to the study. It used a convenient group of employees. The data comes from what people think not what is actually happening. Just because things are correlated doesn't mean one causes the other. The Chi-square test shows how responses are spread across categories. It doesn't prove a connection, between variables.

## CONCLUSION

This study, titled "A Study on the Impact of Employee Engagement on Organizational Performance with respect to Vasanth & Co " was carried out to understand the level of employee engagement and how it relates to employee and organizational performance. Primary data was collected from 52 employees through a questionnaire and the responses were analysed using percentage analysis, Pearson correlation, Chi-square analysis and one-way ANOVA.

The study found that employee engagement at Vasanth & Co is generally positive: most employees feel motivated, productive involved in their work and proud of the organisation. Motivation, communication, work quality and loyalty were strongly and positively related. Areas that need attention include recognition, communication, workplace support and professional growth. Male and female employees showed differences in their responses.

Overall by continuing to encourage employee involvement improving recognition and career-development opportunities and strengthening communication Vasanth & Co can improve employee engagement raise performance and build commitment, among its employees in the long run.

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