

Employee Enthusiasm and Loyalty in Manufacturing Sector

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Abstract

This study examines the determinants of employee enthusiasm and its influence on organizational loyalty at Turbo Energy Pvt. Ltd., a leading automotive component manufacturing firm in India. Using a descriptive research design, data were collected from 618 employees across departments through a structured questionnaire. The study evaluates key human resource factors including reward and recognition, training and development, compensation, empowerment, and leadership support. Quantitative techniques such as percentage analysis, chi-square tests, and regression analysis were employed to analyze the data. The findings reveal that leadership support, fair compensation, and structured training programs significantly enhance employee enthusiasm. Furthermore, a strong positive relationship was identified between employee enthusiasm and organizational loyalty. The study provides empirical evidence from the Indian manufacturing sector and offers practical insights for HR practitioners to strengthen employee engagement, retention, and long-term organizational commitment.

Keywords

Employee enthusiasm; Employee loyalty; Job satisfaction; Organizational commitment; Retention; HR practices

Highlights

- Reward and recognition strongly influence employee enthusiasm
- Training and development enhance job satisfaction and performance
- Leadership support increases organizational loyalty
- Non-monetary factors drive long-term employee commitment

1. Introduction

Human resources represent the most valuable asset of any organization. In modern industrial environments, employee enthusiasm—defined as the level of motivation, energy, and emotional involvement in work—plays a crucial role in achieving organizational objectives. Loyal employees contribute to higher productivity, improved quality, and reduced turnover rates. In contemporary organizations, human capital is recognized as the most strategic resource driving competitive advantage. Employee enthusiasm reflects the emotional commitment, energy, and dedication that employees bring to their roles, while loyalty represents their intention to remain with the organization and contribute toward its long-term objectives. In manufacturing environments, where operational precision and teamwork are critical, enthusiasm and loyalty directly influence productivity, quality, and organizational stability.

The automotive component sector in India operates in a highly competitive and technology-driven environment. Turbo Energy Pvt Ltd, as a prominent turbocharger manufacturer, relies heavily on skilled and motivated employees to

maintain innovation and quality standards. High workforce enthusiasm ensures operational excellence, whereas loyalty reduces turnover costs and preserves institutional knowledge.

This study aims to examine the determinants influencing employee enthusiasm and analyze how enthusiasm impacts loyalty among employees at Turbo Energy Pvt Ltd. The research offers both theoretical insights and practical implications for human resource management in the manufacturing sector.

2. Literature Review

Employee enthusiasm and loyalty have been widely examined in organizational behavior and human resource management literature.

Alonderienè and Urelè (2024) found that employer branding initiatives positively impact employee enthusiasm and organizational loyalty, emphasizing that strong organizational identity enhances emotional attachment and retention.

Goyal (2024) examined employee enthusiasm in service industries and concluded that supportive work environments and recognition systems significantly enhance motivation and loyalty levels. The study highlighted the importance of non-monetary incentives in improving workforce commitment.

Anchu (2023) identified organizational citizenship behavior as a mediating variable between employee enthusiasm and loyalty, suggesting that enthusiastic employees are more likely to engage in discretionary behaviors that strengthen organizational effectiveness.

Kalaiarasan (2023) reported that structured HRM practices, particularly training and fair compensation, significantly influence employee commitment in automobile firms. Development-oriented HR policies were found to enhance job satisfaction and retention.

Achmada and Soetjipto (2022), using PLS-SEM analysis, demonstrated that talent management practices significantly predict employee enthusiasm, which in turn drives organizational loyalty. Leadership was identified as a strategic factor shaping employee perceptions.

Ngozi and Edwinah (2022) differentiated emotional and cognitive dimensions of enthusiasm and confirmed that both dimensions significantly predict loyalty intentions.

Singh and Sharma (2022) established a strong negative relationship between enthusiasm and turnover intention, indicating that higher enthusiasm reduces employees' intent to leave the organization.

Patel and Deshmukh (2021) found that workplace support systems in manufacturing units significantly enhance employee loyalty through improved morale and job involvement.

Nguyen, Lee, and Wong (2021) reported that motivation and enthusiasm act as predictors of long-term workplace loyalty.

Hassan and Noor (2021) emphasized that career growth opportunities significantly strengthen employee enthusiasm and organizational commitment.

The study is grounded in Herzberg's Two-Factor Theory and Social Exchange Theory, which explain how motivational factors, recognition, and organizational support enhance enthusiasm and loyalty.

3. Research Methodology

A descriptive research design was adopted for the study. Primary data were collected from employees using a structured questionnaire. Secondary data were obtained from company records, academic journals, and relevant literature. Convenience sampling was used, and statistical tools such as percentage analysis and Chi-square tests were applied.

The study adopts a quantitative research design. Primary data were collected using a structured questionnaire distributed among 618 employees across various departments of Turbo Energy Pvt Ltd. A five-point Likert scale was used to measure perceptions.

Sampling Technique: Convenience sampling method was employed due to accessibility considerations. Statistical tools used include percentage analysis, chi-square test, and regression analysis to test relationships among variables.

Reliability of the instrument was ensured through internal consistency checks. Data were analyzed using statistical software to interpret significant relationships between HR factors, enthusiasm, and loyalty.

4. Research Gap

Although prior studies confirm the relationship between HR practices, enthusiasm, and loyalty, limited research has been conducted in the Indian turbocharger manufacturing sector using large sample sizes. Most existing studies focus on service industries or multinational contexts. Therefore, this study addresses the gap by examining employee enthusiasm and loyalty among **618 employees** at Turbo Energy Pvt Ltd.

5. Objectives and Hypotheses

Objectives of the Study:

1. To examine factors influencing employee enthusiasm at Turbo Energy Pvt Ltd.
2. To analyze the level of employee enthusiasm among employees.
3. To determine the relationship between employee enthusiasm and loyalty.
4. To provide strategic recommendations for improving enthusiasm and loyalty.

Hypotheses:

H1: Reward and recognition positively influence employee enthusiasm.

H2: Training and development positively influence employee enthusiasm.

H3: Compensation significantly affects employee enthusiasm.

H4: Leadership positively influences employee enthusiasm.

H5: Employee enthusiasm positively impacts employee loyalty.

6. Data Analysis and Interpretation

Descriptive statistics indicate that a majority of respondents expressed positive perceptions regarding leadership and training initiatives. Chi-square analysis revealed no significant association between gender and motivation levels, indicating demographic neutrality.

Regression analysis demonstrated that leadership and compensation are strong predictors of employee enthusiasm. The results further confirm a statistically significant positive relationship between employee enthusiasm and loyalty intention.

These findings suggest that strategic HR practices significantly shape employee attitudes and long-term commitment within manufacturing settings.

7. Demographic Profile of Respondents

Table 1 presents the demographic characteristics of the respondents included in the study (N = 618). The profile includes gender, age, educational qualification, department, grade level, and years of employment.

Variable	Category	Frequency (n)	Percentage (%)
Gender	Male	380	61.0
	Female	238	39.0
Age (Years)	18–25	338	55.0
	25–35	220	35.0
	35–45	30	5.0
	45–55	25	4.0
	55–60	5	1.0
Educational Qualification	Diploma	403	65.2
	Undergraduate (UG)	180	29.1
	Postgraduate (PG)	35	5.6
Department	HR	45	7.2
	Finance	25	4.0
	Service	53	8.5
	R&D	30	4.8
	Marketing	40	6.4
	Sales	35	5.6
	Manufacturing	250	40.9
	IT	50	8.0
	Production	100	16.1
	Grade Level	L1	119
L2		166	26.8
L3		286	46.2
L4		32	5.1
L5		15	2.4
Years of Employment	Less than 1 year	30	4.8
	1–5 years	375	60.6
	6–10 years	178	28.8

	More than 10 years	35	5.6
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“Table 1 presents the demographic profile of the respondents. The majority of employees were male (61%), aged between 18–25 years (55%), holding diploma qualifications (65.2%), primarily working in the manufacturing department (40.9%). Most respondents belonged to Grade L3 (46.2%) and had 1–5 years of work experience (60.6%).”

8. Findings

- ✓ Majority of employees show positive perception toward organizational practices.
- ✓ A statistically significant relationship exists between HR practices and performance.
- ✓ Employee engagement acts as a mediating factor in performance improvement.
- ✓ Gender has a statistically significant relationship with employee motivation levels.
- ✓ Empowerment and leadership are the most significant predictors of employee loyalty.

9. Results and Discussion

Reward and recognition emerged as the most influential factor driving enthusiasm. Training and development opportunities enhanced job satisfaction and performance. Compensation was considered adequate but not the primary motivator. Empowerment and supportive leadership strengthened employee engagement and loyalty.

The results align with engagement literature suggesting that supportive leadership enhances morale and productivity. The strong relationship between enthusiasm and loyalty reinforces the importance of emotional attachment in retention strategies.

In comparison with global studies, the findings confirm that intrinsic motivators such as empowerment and recognition play a central role in sustaining employee commitment in industrial organizations.

10. Conclusion and Implications

The study concludes that employee enthusiasm is a critical determinant of organizational loyalty and performance. Non-monetary factors such as recognition, career development, and leadership support play a more significant role than financial incentives alone. HR managers should design structured recognition systems and career development pathways. Leadership development programs should emphasize supportive supervision and transparent communication. Compensation policies must reflect fairness and industry competitiveness to sustain enthusiasm.

The study concludes that employee enthusiasm significantly influences organizational loyalty at Turbo Energy Pvt Ltd. Leadership quality, compensation fairness, and training opportunities are major determinants of enthusiasm. Organizations that prioritize these factors can enhance retention and long-term sustainability.

13. Limitations and Future Research

- Limited to a single organization
- Convenience sampling constraints
- Possible response bias

The study is limited to a single organization and convenience sampling, which may restrict generalizability. Future research could include multiple organizations and longitudinal studies. The study is limited to a single organization and relies on self-reported data. Future research may conduct comparative studies across multiple manufacturing firms or use longitudinal methods to examine long-term effects.

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