

# A Study on The Determinates Employee Engagement And Their Influence on Job Performance At Supreme Industries Limited

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**Abstract** - Employee engagement has emerged as a crucial element for organizational success in today's competitive environment. It reflects the emotional and psychological bond employees share with their work, colleagues, and organization, influencing their motivation, satisfaction, and overall contribution. In manufacturing companies like Supreme Industries Limited, engagement becomes particularly important since disengagement can lead to absenteeism, reduced efficiency, low morale, and high turnover, directly affecting performance. The introduction emphasizes that engagement is shaped by leadership style, communication practices, organizational culture, recognition systems, and career development opportunities. When employees perceive fairness, support, and growth prospects, their commitment rises, while lack of recognition and poor management can result in disengagement. Engaged employees demonstrate adaptability, innovation, and collaboration, which enhance productivity, efficiency, and quality. By highlighting the direct and multidimensional link between engagement and job performance, the introduction establishes the need for organizations to strengthen engagement drivers and create a motivated, high-performing workforce.

**Keywords:** Employee Engagement, Job Performance, Motivation, Commitment, Workplace Culture

## I. INTRODUCTION

In today's competitive business environment, organizations understand that their success depends not only on technology and capital but also on the commitment, creativity, and performance of their employees. Human resources are no longer considered just operational inputs but are recognized as strategic partners in driving growth and sustainability. Within this context, employee engagement has emerged as a critical factor influencing both individual performance and overall organizational outcomes. Employee engagement refers to the emotional and psychological connection employees develop with their work, colleagues,

and organization. Engaged employees show higher motivation, satisfaction, and adaptability, and they contribute

actively to achieving organizational goals. In manufacturing companies like Supreme Industries Limited, where efficiency, teamwork, and innovation are essential, engagement becomes even more significant. Disengagement, on the other hand, often leads to absenteeism, low morale, reduced efficiency, and higher turnover, which negatively affect productivity.

## II. OBJECTIVES OF THE STUDY

- To study the personal profile of employees working in Supreme Industries, Thirubhuvanai.
- To identify the significant differences in employee engagement based on demographic details.
- To examine the relationship between organizational inputs, work environment challenges, rewards and recognition, employee engagement, and job performance using correlation analysis.
- To analyze the impact of organizational inputs, work environment challenges, and rewards and recognition on employee engagement, and the impact of employee engagement on job performance using regression analysis.

## III. REVIEW OF LITERATURE

**Dr. A. Selvaraj (2022)** conducted an insightful study titled "A Study on Employees' Perception towards Culture and Their HR Practices." The primary objectives of the research were to explore how customer satisfaction and product quality relate to employees' views of organizational culture. The study highlighted that employees' perceptions are significantly influenced by leadership styles and the specific roles they perform within the company. Moreover, the research emphasized the critical role of management's relationship with employees in shaping these perceptions. Overall, the findings suggest that strong, positive leadership and clear

communication foster a culture that supports effective HR practices and enhances organizational outcomes.

**Dr. Sushree Sangita Ray (2022)** explored the connection between employee engagement and organizational performance in her research titled “A Study on Employee Engagement and Organizational Performance.” The study aimed to identify the key factors that influence how employees become involved in their work and the organization. Findings from the study indicated a direct positive correlation between higher levels of employee engagement and improved organizational performance metrics. Additionally, it was revealed that engaged employees tend to exhibit lower turnover rates, thus contributing to workforce stability. This research reinforces the idea that fostering engagement is essential for organizational success and employee retention.

**Anitha, J. (2023)** conducted research on the “Determinants of Employee Engagement and Their Impact on Employee Performance” with the goal of uncovering the key drivers behind engagement. The study focused on understanding how various engagement factors translate into improved employee productivity. Results revealed a strong positive relationship between employee engagement and individual performance outcomes, demonstrating that engaged employees are more productive and contribute more effectively to organizational success. The research also suggested that organizations should actively invest in engagement strategies to foster better performance across teams.

**Salanova, M., & Schaufeli, W. (2021)** developed a comprehensive study titled “A Model of Job Resources, Engagement, and Performance,” aimed at examining how job resources influence employee engagement. Their research emphasized the importance of motivational job resources such as autonomy, support, and feedback in fostering higher engagement levels. The findings showed that engaged employees tend to perform better due to their enhanced motivation and stronger commitment to the organization. This study offers a valuable framework to understand how providing adequate resources can boost both engagement and overall employee performance.

**Kahn, W. A. (2021)** explored the psychological conditions that drive personal engagement and disengagement at work in his study “Psychological Conditions of Personal Engagement and Disengagement at Work.” The research conceptualized engagement as a function of three key conditions: meaningfulness, psychological safety, and availability. Findings indicated that employees who perceive their work as meaningful, feel safe to express themselves, and have the necessary resources to be present are more likely to be engaged. This study laid the foundation for understanding the

deep psychological factors that promote active participation in work roles.

## IV. RESEARCH METHODOLOGY

### Research Design

The present study adopts a descriptive and analytical research design. The descriptive design helps in studying the demographic profile of employees and their perception of organizational inputs, workplace challenges, and rewards. The analytical design examines the relationship between employee engagement and job performance using statistical tools.

### Data Collection

**Primary Data:** Collected through a structured questionnaire distributed to employees of Supreme Industries Ltd. The questionnaire covered demographic details, organizational inputs, workplace challenges, rewards and recognition, employee engagement, and job performance.

**Secondary Data:** Collected from books, journals, research articles, company reports, and online resources related to employee engagement and performance.

### Sampling Method

**Population:** Employees working at Supreme Industries Ltd., Thirubhuvanai.

**Sample Size:** 100 employees were selected for the study.

**Sampling Technique:** Stratified random sampling was used to ensure representation from different departments such as HR, Production, Quality Control, and Administration.

### Statistical Tools

Correlation  
Regression

**CORRELATION: Non-Monetary Recognition vs. Employee Enthusiasm**

### Aim:

To examine whether there is a significant relationship between non-monetary recognition for good performance and employee enthusiasm toward work.

**Hypothesis:**

**Null Hypothesis (H<sub>0</sub>):** There is no significant relationship between non-monetary recognition and enthusiasm at work.

**Alternative Hypothesis (H<sub>1</sub>):** There is a significant positive relationship between non-monetary recognition and enthusiasm at work.

**Correlations**

		I receive non-monetary recognition for good performance	I am enthusiastic about my work and look forward to coming to work each day
I receive non-monetary recognition for good performance	Pearson Correlation	1	.476**
	Sig. (2-tailed)		.000
	N	10	10
I am enthusiastic about my work and look forward to coming to work each day	Pearson Correlation	.476**	1
	Sig. (2-tailed)	.000	
	N	10	10

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Interpretation:**

The calculated Pearson correlation coefficient is  $r = 0.476$  with a p-value = 0.000, which is less than 0.01.

**Inference:**

- The p-value of 0.000 is significantly less than 0.01. This indicates a strong rejection of the Null Hypothesis.
- Employees who receive non-monetary recognition (like appreciation or acknowledgment) are more enthusiastic and motivated to come to work each day (mean enthusiasm higher for recognized employees). Hence, the Alternative Hypothesis (H<sub>1</sub>) is accepted.

**REGRESSION ANALYSIS: Participation in Workplace Activities vs. Initiative in Problem-Solving**

**Aim:**

To analyze the impact of participation in workplace activities and discussions on the ability to take initiative in problem-solving.

**Hypothesis:**

**Null Hypothesis (H<sub>0</sub>):** Participation in workplace activities has no significant effect on taking initiative in problem-solving.

**Alternative Hypothesis (H<sub>1</sub>):** Participation in workplace activities has a significant positive effect on taking initiative in problem-solving.

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	4.287		4.287	24.526	.000 <sup>b</sup>
Residual	8.463	8	.597		
Total	32.750	9			

a. Dependent Variable: I take initiative to solve problems without waiting for for instructions

b. Predictors: (Constant), I actively participate in workplace activities and discussions

**Interpretation:**

The calculated F-value is 24.526 with a significance level of 0.000, which is less than 0.05.

**Inference:**

- The p-value of 0.000 is significantly less than 0.05. This indicates a strong rejection of the Null Hypothesis.
- Employees who actively participate in workplace activities and discussions are more likely to take initiative in solving problems. Hence, the Alternative Hypothesis (H<sub>1</sub>) is accepted.

**V. FINDINGS**

**CORRELATION:**

The p-value of 0.000 is less than 0.01. This indicates a strong rejection of the Null Hypothesis. There is a significant positive relationship between non-monetary recognition and employee enthusiasm. Employees who receive recognition for good performance tend to be more enthusiastic and motivated at work.

### REGRESSION:

The p-value of 0.000 is less than 0.05. This indicates a strong rejection of the Null Hypothesis. Active participation in workplace activities and discussions has a positive and significant impact on employees' ability to take initiative in problem-solving.

### VI. CONCLUSION

The study on employee engagement at Supreme Industries Limited reveals that the organization has a mature and balanced workforce with strong participation from both genders and a majority of employees possessing mid-level work experience and qualifications. Employee engagement is shaped by organizational inputs such as resource availability, training opportunities, supervisory support, recognition practices, and a culture of open communication and trust. Overall, the study concludes that Supreme Industries Limited demonstrates a strong culture of engagement, recognition, and support, which fosters enthusiasm, emotional connection, and high performance among employees. Strengthening areas such as structured career development, wider accessibility of training, and consistent recognition practices can further enhance engagement levels. By maintaining these positive drivers and addressing the identified gaps, the organization can sustain a committed, proactive, and high-performing workforce that contributes to long-term growth and competitiveness.

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