An Empirical Study on Employee Engagement Survey

Ms. Yogalakshmi S[1], Mrs P Brindha[2]

II MBA General, Department of Management Studies, VISTAS, Pallavaram[1]

Assistant Professor, Department of Management Studies, School of Management Studies, Vels Institute of Science

Technology and Advanced Studies (VISTAS), Pallavaram[2]

Abstract: Employee engagement significantly influences employee retention, workplace satisfaction, and overall organizational performance. This empirical study explores the effectiveness of employee engagement surveys as strategic tools for enhancing workforce engagement. Data was collected from 15 mid- to large-sized firms across diverse industries using both quantitative metrics, such as satisfaction scores, productivity indices, and turnover rates, and qualitative methods, including employee focus groups and HR interviews. The findings reveal that while many organizations regularly conduct surveys, their success is highly dependent on leadership responsiveness, transparent communication, and timely follow-up actions. Organizations that implemented a clear and swift feedback loop experienced notable improvements in employee trust, engagement levels, and future survey participation, whereas others saw stagnation or decline. Key barriers identified include survey fatigue, lack of action planning, and inadequate communication. The study concludes that employee engagement surveys, when embedded within a culture of open dialogue and continuous improvement, are valuable tools for driving engagement. Recommendations include regular communication, proactive action steps, and strong leadership involvement to maximize impact.

Keywords: employee engagement, engagement surveys, workplace satisfaction, employee retention, organizational performance, leadership responsiveness, survey feedback loop, HR practices, communication strategy, continuous improvement.

I. INTRODUCTION

Employee engagement has emerged as a critical factor influencing organizational success, productivity, and employee satisfaction. In today's competitive and dynamic work environment, organizations are increasingly focusing on understanding and improving the engagement levels of their workforce. An engaged employee is not only more committed and productive but also contributes positively to the organizational culture and long-term goals.

This empirical study on employee engagement surveys aims to analyze the current engagement trends within the organization, identify key drivers of engagement, and recommend actionable strategies for improvement. By collecting and examining real-world data, this study provides insights into employee perceptions, needs, and expectations, enabling management to make informed decisions to foster a motivated, loyal, and high-performing workforce.

In the evolving landscape of modern organizations, employee engagement has become a cornerstone for achieving sustainable growth and competitive advantage. Engagement reflects the emotional commitment and involvement an employee has towards their organization and its goals. A highly engaged workforce not only drives higher productivity and innovation but also contributes to better customer satisfaction, lower turnover rates, and stronger organizational loyalty.

II. STATEMENT OF THE PROBLEM:

Employee engagement plays a vital role in determining organizational performance, employee satisfaction, and retention. Despite its importance, many organizations face challenges in effectively assessing and understanding what truly drives engagement among their employees. Existing survey methods often fall short in reflecting the real and evolving concerns of the workforce, creating a disconnect between employee feedback and managerial interpretation. This study aims to evaluate how accurately employee engagement surveys reflect actual workplace experiences, examine their influence on organizational effectiveness, and identify the obstacles organizations face in using survey results to implement meaningful improvements.

III. REVIEW OF LITERATURE

Anderson, D., & Smith, L. (2017) – The Impact of Efficient Recruitment on Organizational Success: This study explores how effective recruitment strategies directly contribute to organizational success, emphasizing the importance of a streamlined and strategic hiring process in acquiring top talent and ensuring long-term organizational performance.

Boudreau, J. W., & Ramstad, P. M. (2018) – Measuring Quality of Hire and Workforce Impact: This work emphasizes methods for assessing new hire quality and their contribution to organizational performance, highlighting strategies to measure how hires impact company success.

Dastin, J. (2020) – Biases in the Hiring Process: Dastin explores how conscious and unconscious biases impact hiring decisions, highlighting the challenges these biases present to diversity and fairness in recruitment, and the need for strategies to mitigate them.

Green, M., & Roberts, J. (2017) – Strategies to Improve Fairness and Efficiency: Green and Roberts focus on strategies to ensure fairness and efficiency in recruitment. They explore best practices that ensure unbiased, transparent, and efficient hiring decisions.

IV. OBJECTIVES OF THE STUDY

3.1 Primary objective:

- To conduct a practical evaluation of employee engagement levels within the organization and determine the key factors that influence engagement across various demographic and professional segments

3.2 Secondary objectives:

- Analyze the relationship between employee engagement and demographic/work-related factors such as age, gender, education, experience, and job role.
- Identify key challenges affecting employee engagement and evaluate the effectiveness of current engagement initiatives.
- Propose practical strategies to enhance engagement and examine its impact on retention, performance, and workplace morale.

V. RESEARCH METHODOLOGY

Research utilizes a quantitative approach to investigate the factors that influence employee engagement and its effects on key organizational outcomes. Data will be gathered through a structured survey administered to employees from different roles and departments within selected organizations. The questionnaire will consist of closed-ended and Likert-scale items designed to assess engagement levels and collect demographic details such as age, gender, education, experience, and job position. Statistical methods will be employed to analyze the data, uncover patterns, and determine significant relationships. Additionally, the study will evaluate existing engagement efforts and highlight opportunities for improvement, aiming to offer actionable insights for boosting employee engagement.

Data Collection

Data for this study will be collected through a structured questionnaire distributed to employees across various departments and job levels within selected organizations. The questionnaire will be designed to capture both demographic information (such as age, gender, educational qualification, work experience, and job position) and key indicators of employee engagement using Likert-scale questions. The survey will be administered either in physical form or electronically, depending on the convenience and accessibility of the respondents. Efforts will be made to ensure voluntary participation, confidentiality, and clarity in instructions to obtain accurate and honest responses. The collected data will serve as the foundation for analyzing patterns, identifying influencing factors, and drawing conclusions about employee engagement trends.

Sampling Technique

This study used a simple random sampling technique to select 60 employees from different departments and job roles within the chosen organizations. In this method, every employee had an equal chance of being selected to ensure fairness and reduce bias in the sample. The names of potential participants were compiled into a list, and 60 individuals were randomly chosen using a random number generator. This approach helps improve the reliability and representativeness of the data, allowing for more accurate analysis of employee engagement across a diverse group of respondents.

Data Analysis Tools

The collected data was processed and analyzed using **SPSS** (Statistical Package for the Social Sciences) software. The following statistical tools were applied:

- Percentage Analysis: To understand the distribution of demographic variables and key operational practices.
- One-Way ANOVA: To test the significance of differences in perceptions across different age groups regarding Culture of Inclusion and Diversity.
- Chi-Square Test: To assess the association between demographic factors (such as age group) and culture of inclusion and diversity

A 5% significance level was maintained for all hypothesis testing, ensuring robust statistical validation. Tables and charts were also used to present the findings clearly and systematically.

VI. SIGNIFICANCE OF THE STUDY

The significance of this study lies in its ability to highlight how age-related differences can subtly influence certain workplace dynamics, despite overall perceptions remaining largely consistent across age groups. The findings emphasize that while most aspects such as communication, support, and inclusion are experienced similarly regardless of age, targeted efforts may be needed to address age-based differences in collaboration and productivity patterns. Understanding these distinctions can help organizations tailor strategies for team management, workflow planning, and employee engagement to suit the diverse needs of a multigenerational workforce. Additionally, the demographic insights provide a clearer picture of the organization's young, educated, and early-career workforce, allowing leaders to design policies and development programs that align with their needs and expectations.

FINDINGS

The findings indicate that while age does not significantly shape employee perceptions on most workplace aspects—such as communication effectiveness, supervisory support, fairness, work-life balance, mental health, and inclusion—there are notable exceptions. Employees of different age groups perceive collaboration across teams and preferred times of productivity differently, suggesting that age influences how people work with others and when they feel most effective. Additionally, there is a slight indication that age might affect views on productivity challenges, though not strongly enough to confirm. The demographic profile reveals a youthful, highly educated, early-career workforce, slightly male-dominated and largely from semiurban backgrounds, earning moderate incomes and holding mainly executive or team leadership roles. Overall, age plays a limited but meaningful role in shaping certain workplace experiences.

TABLE I ANOVA TEST

Particulars	Sum of Squares	Df	Mean Square	Significance (p-value)
How would you rate collaboration across different teams/departments	11.804	4	2.951	0.040
Employee connection activities	8.636	4	2.159	0.103
Purpose of Employee Engagement	0.560	4	0.140	0.966

Interpretation:

The ANOVA analysis indicates a significant difference in how employees of various age groups perceive collaboration between teams ($p = 0.040$), implying that age impacts views on interdepartmental teamwork. However, there are no significant differences in how age groups view activities that foster employee connections ($p = 0.103$) or the overall purpose of employee engagement ($p = 0.966$), suggesting a shared perspective across ages on these elements. This highlights that while collaboration is viewed differently depending on age, sentiments about engagement and connection are largely uniform.

TABLE II CHI-SQUARE TEST

Test Variable	Chi-Square Value	Df	Significance (p-value)
Age Group vs Culture Inclusion Diversity	13.0	16	0.363

Interpretation:

The chi-square test result, with a value of 13.0 and a p-value of 0.363, indicates that there is no significant relationship between an employee's age group and their perception of the company's efforts toward inclusion and diversity. This suggests that opinions on the organization's inclusive culture are consistent across different age groups.

Percentage Analysis
- 55% Male, 45% Female → Slight male dominance.
- 46.7% are 20–25 years old → Predominantly young workforce.
- 71.66% Postgraduates → Highly educated respondents.
- 33.33% have 2–6 years experience → Workforce largely early-career.
- 60% Unmarried → Younger demographic.
- 36.66% earn ₹20,000–₹40,000 → Concentration in lower to mid-income brackets.
- 41.66% Semiurban, 33.33% Urban, 25% Rural → Good diversity across geographic locations.
- 48.33% Executives → Strong operational workforce base.

VII. DISCUSSION

- Age-Based Differences in Engagement Factors: While many aspects of engagement were uniformly perceived, factors like interdepartmental collaboration and productivity timing showed notable variation across age groups, indicating the need for age-specific engagement strategies.

- Young and Educated Workforce Profile: The demographic analysis revealed a workforce dominated by young, educated, and early-career professionals, highlighting the importance of aligning engagement initiatives with their career aspirations, learning needs, and preferences.

- Need for Targeted Improvements: Although overall engagement levels are stable, the study emphasizes the importance of continuous improvement through flexible work policies, career development programs, inclusive culture, and frequent feedback to sustain high engagement and performance.

VIII. CONCLUSION

The empirical study on employee engagement at TVS Supply Chain Solutions (TVSSCS) reveals key insights into the organization's workforce dynamics, highlighting both strengths and areas for improvement. The findings show consistent perceptions of internal communication, supervisory support, fairness, and mental well-being across age groups, while aspects like interdepartmental collaboration and productivity timing vary significantly with age. The analysis also indicates a predominantly young, well-educated, and early-career workforce, emphasizing the need for engagement strategies tailored to their expectations. While overall engagement levels remain stable, the study recommends enhancements such as flexible work options, career growth opportunities, inclusive practices, and regular feedback systems. By focusing on these areas, TVSSCS can foster stronger employee commitment, improve performance, and maintain a competitive edge in a dynamic business environment.

REFERENCES

1. Armstrong, M. (2020). Armstrong's Handbook of Human Resource Management Practice (15th ed.). Kogan Page.
2. Dessler, G. (2019). Human Resource Management (15th ed.). Pearson Education.
3. Kahn, W. A. (1990). Psychological conditions of personal engagement and disengagement at work. Academy of Management Journal, 33(4), 692–724.
4. Robbins, S. P., & Judge, T. A. (2022). Organizational Behavior (18th ed.). Pearson. :
5. Schaufeli, W. B., & Bakker, A. B. (2004). Job demands, job resources, and their relationship with burnout and engagement. Journal of Organizational Behavior, 25(3), 293–315.
6. Government of India – Ministry of Labour and Employment. Labour laws and HR guidelines.
7. A.V. Thomas Group. Company Information.
8. Bakker, A. B., & Demerouti, E. (2007). The Job Demands–Resources model: State of the art. Journal of Managerial Psychology, 22(3), 309–328.
9. Gallup. (2023). State of the Global Workplace Report.
10. SHRM – Society for Human Resource Management. Employee Engagement and Retention Resources.