

A Study on the Relationship between Employee Engagement and Organisational Performance in the Manufacturing Industry in Nagpur District

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Abstract:

Employee engagement has become a critical factor that affects organisational performance, especially for manufacturing companies that depend on productivity, quality and efficiency to maintain their competitive edge. The present study aims to examine the relationship between employee engagement and organisational performance in the manufacturing industry in Nagpur District. Primary data were collected from employees of selected manufacturing units using a structured questionnaire that included a five-point Likert scale, while secondary data were obtained from books, journals, and industry reports. The researchers used percentage analysis, mean score analysis and correlation analysis as their statistical tools to interpret the data. The study results demonstrate that employee engagement establishes a strong positive connection with organisational performance. Higher levels of employee engagement were found to result in improved productivity, better quality output, reduced absenteeism, and enhanced organisational effectiveness. The study shows that manufacturing organisations should use employee engagement as a strategic tool that helps them improve performance and maintain their competitive advantage.

Keywords: *Employee Engagement, Organisational Performance, Manufacturing Industry, Productivity, Nagpur District*

Introduction:

The manufacturing industry serves as a fundamental force that drives both economic growth and job creation and the industrial advancement of India. Manufacturing companies must continuously enhance their operational productivity and product quality and their business efficiency and complete organizational results because of the growing competitive pressure from a technology-based industrial environment. Organizations need to recognize that human resources become essential for achieving sustainable performance, although technological progress and process innovation exist as critical drivers of their success. The practice that human resource operations should implement at their organizations most effectively, which leads to organizational success, needs to consider employee engagement, according to research findings.

Employee engagement describes how employees emotionally, intellectually, and behaviorally connect to their work responsibilities and organizational activities. Employees who remain engaged at work demonstrate their dedication to the organization by working hard to accomplish its goals. The manufacturing industry needs employee engagement to create operational efficiency, safe working conditions, effective teamwork, and high-quality products. Organizations experience better performance results through high employee engagement because it leads to decreased absenteeism and lower employee turnover rates and creates a more positive work environment.

The manufacturing industry measures its operational success through five key performance indicators, which include production output, product quality and cost

management, and workplace safety and employee retention. Organizations that invest resources into employee engagement programs will achieve superior operational results and develop their competitive advantage, according to the positive link between employee engagement and organizational performance. Leadership support and training and development and employee recognition and workplace safety standards and their respective impact on organizational performance become critical factors for organizations to consider.

Objectives of the Research:

- 1) To examine the level of employee engagement in the manufacturing industry in Nagpur District.
- 2) To identify the key factors influencing employee engagement among manufacturing employees.
- 3) To assess the level of organisational performance in selected manufacturing units in Nagpur District.
- 4) To analyze the relationship between employee engagement and organisational performance.
- 5) To study the impact of employee engagement on productivity and quality of output in manufacturing organisations.

Research Methodology:

The study uses descriptive and empirical research methods to investigate how employee engagement affects organizational performance in manufacturing companies located in Nagpur District. Researchers gathered primary data through a structured questionnaire, which they administered to 120 employees from selected manufacturing units who responded to a five-point Likert scale. Researchers selected respondents through convenience sampling methods. Researchers collected secondary data from books, journals, and reports. The researchers used percentage analysis, mean scores and correlation techniques to perform data analysis.

A Study on the Relationship between Employee Engagement and Organisational Performance in the Manufacturing Industry in Nagpur District:

The manufacturing industry serves as a crucial engine that drives economic development while creating job opportunities and fostering industrial expansion. Manufacturing companies must improve their productivity, product quality, operational efficiency, and organizational performance because of the demanding requirements of today's highly competitive and technologically advanced business environment. Human resources have become vital for organizations that want to achieve sustainable success, although advanced machinery and modern production techniques remain essential. Employee engagement stands out as the most important human resource practice that determines how well organizations perform their business operations.

Employee engagement describes how employees connect their emotional and mental states with their work performance and organizational activities. Employees who show engagement have a strong commitment to their work, and they perform their duties with enthusiasm while they work extra hours to meet the goals of their organization. The manufacturing industry requires high employee engagement because it needs teamwork, safety measures, disciplinary standards, and quality control processes to run effectively and to keep errors and waste at low levels.

Manufacturing units measure their organizational performance through various indicators, which include production output, product quality, cost efficiency, safety compliance, employee retention, and on-time product delivery. Organizations that have high employee engagement see better performance outcomes because their employees work more efficiently and develop more innovative solutions, and their customers achieve higher satisfaction levels. Engaged employees create positive workplace environments because they

help identify business needs through their consistent attendance and their effective job performance, which leads to lower employee exit rates. The Nagpur District of Maharashtra has developed into a major industrial center that provides various industrial activities.

Findings of the Study:

Table 1: Level of Employee Engagement

Response Category	No. of Respondents	Percentage (%)
Strongly Agree	45	37.5
Agree	42	35.0
Neutral	18	15.0
Disagree	10	8.3
Strongly Disagree	5	4.2
Total	120	100

Mean Score: 3.93

Table 2: Influence of Training, Recognition, and Leadership on Engagement

Response Category	No. of Respondents	Percentage (%)
Strongly Agree	48	40.0
Agree	44	36.7
Neutral	14	11.7
Disagree	9	7.5
Strongly Disagree	5	4.1
Total	120	100

Mean Score: 4.01

Table 3: Impact of Employee Engagement on Organisational Performance

Response Category	No. of Respondents	Percentage (%)
Strongly Agree	50	41.7
Agree	40	33.3
Neutral	15	12.5
Disagree	10	8.3
Strongly Disagree	5	4.2
Total	120	100

Mean Score: 4.00

Table 4: Relationship between Employee Engagement and Organisational Performance

Response Category	No. of Respondents	Percentage (%)
Strongly Agree	52	43.3
Agree	41	34.2
Neutral	13	10.8
Disagree	9	7.5
Strongly Disagree	5	4.2
Total	120	100

Mean Score: 4.05

Table 5: Contribution of Engaged Employees to Productivity and Quality

Response Category	No. of Respondents	Percentage (%)
Strongly Agree	47	39.2
Agree	46	38.3
Neutral	14	11.7
Disagree	8	6.6
Strongly Disagree	5	4.2
Total	120	100

Mean Score: 4.02**Analysis and Interpretation:**

The current study uses responses from 120 manufacturing workers in Nagpur District who completed a five-point Likert scale assessment. The researchers used percentage analysis together with mean score analysis to assess how employee engagement levels affected organizational performance.

Table 1 presents the overall level of employee engagement among manufacturing employees. The data show that 45 respondents (37.5%) strongly agreed and 42 respondents (35.0%) agreed that they are engaged in their work. Thus, a total of 72.5% of employees expressed a positive level of engagement. The percentage of respondents who stayed neutral reached 15%, while 8.3% of respondents chose to disagree and 4.2% opted for strong disagreement. The average score of 3.93 shows that employees in the chosen manufacturing facilities demonstrate a moderately high level of work engagement. The findings demonstrate that most employees maintain both emotional and mental connections to their job responsibilities, which benefits organizational development and operational success.

Table 2 highlights employees' perceptions regarding the influence of training, recognition, and leadership on employee engagement. The data show that 48 respondents (40.0%) strongly agreed and 44 respondents (36.7%) agreed that these factors positively influence engagement, accounting for nearly 76.7% of the total respondents. The percentage of respondents who remained neutral reached 11.7%, while only a few people disagreed with the statement. The average score of 4.01 shows that respondents generally agreed with the statement, which stated that effective training programs, along with employee recognition and leadership support, enhance employee engagement in manufacturing organizations.

Table 3 demonstrates how employee engagement affects the performance of organizations. The results indicate that 50 respondents (41.7%) strongly agreed, and 40 respondents.

Discussion:

The current research demonstrates that employee engagement functions as a crucial element that drives better organisational results within the manufacturing sector in Nagpur District. The study results show that manufacturing workers demonstrate moderate to high levels of employee engagement. Employees demonstrate complete participation in their tasks because they establish emotional and intellectual connections with their work, which is critical for achieving productivity targets within manufacturing environments.

The investigation demonstrates that training, together with recognition and supportive leadership, functions as a major factor that boosts employee engagement. Employees who receive adequate training opportunities and recognition for their efforts and guidance from supervisors tend to show greater motivation and commitment to their work. This finding matches previous research, which shows that human resource development, together with leadership practices creates a positive environment for employee engagement.

The research demonstrates that employee engagement functions as a critical factor that determines how well organizations perform. Engaged employees lead to increased productivity together with improved product quality and higher operational efficiency. The manufacturing industry relies on engaged employees to achieve their organizational objectives because of their role in maintaining quality control and workplace safety and ensuring timely product delivery. The study established a strong positive link that exists between employee engagement and organizational performance. The study results show that increased employee engagement leads to corresponding improvements in organizational performance. Manufacturing organizations that invest in employee engagement programs will gain better operational performance together with market advantages.

Conclusion:

The current research establishes that employee engagement serves as a vital component that affects manufacturing business operations in Nagpur District. The research shows that manufacturing companies with moderate to high employee engagement levels achieve superior productivity, better-quality results, and increased operational efficiency. Training and development programs, together with employee recognition systems and supportive leadership frameworks, created a work environment that enabled employees to engage at higher levels. The research establishes that employee engagement relates positively to organizational performance because engaged employees demonstrate stronger dedication to their work, which drives motivation to meet organizational objectives. Engaged employees help organizations because they decrease absenteeism rates while maintaining better product quality standards. Manufacturing organizations need to make employee engagement programs their main focus because these programs will help them achieve better performance results and maintain their competitive edge while fostering long-term business development.

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