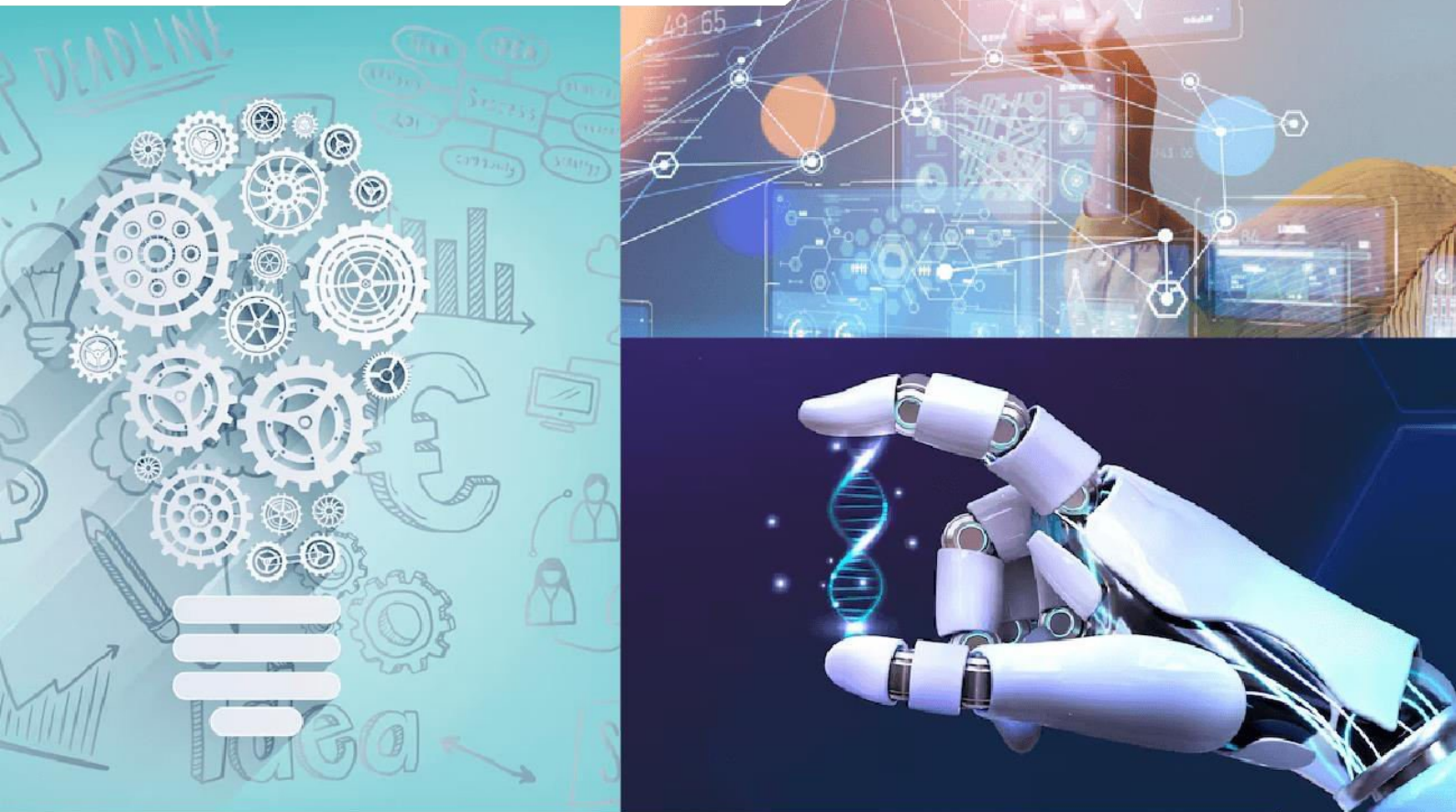




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A Study on the Impact of Employee Engagement on Organizational Performance in the Manufacturing Sector at Tenneco Automotive India Pvt Ltd

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ABSTRACT: Employee engagement has emerged as a critical factor influencing organizational success in today's competitive business environment. It refers to the emotional commitment and involvement of employees toward their organization and its goals. Engaged employees are more productive, motivated, and aligned with the company's vision, which ultimately enhances organizational performance. The Objectives of the Study is to analyse on the impact of employee engagement on organizational performance in the manufacturing sector at Tenneco Automotive India Pvt Ltd. The sample of the study is 110. Descriptive research design and convenience sampling method has been used. Questionnaire has been used as a primary data. Simple percentage analysis, chi-square analysis and anova statistical tools have been applied to reach the findings of the study. It is found that majority, 106 (96.4%) of the respondents are married. Majority, 87 (79.1%) respondents are residing in rural area. It is suggested that flexible work schedules, leave policies, and wellness programs can help reduce stress and improve overall engagement. Involving employees in problem-solving and decision-making processes increases their sense of ownership and commitment to organizational goals. It is concluded that competitive manufacturing environment, organizations cannot rely solely on technology and processes; human capital remains a critical driver of performance. Therefore, fostering a positive and engaging work environment should be a strategic priority. In conclusion, improving employee engagement is not just a human resource initiative but a key business strategy that leads to sustainable growth, enhanced efficiency, and long-term organizational success.

KEYWORDS: Employee Engagement, Organizational performance, Job Satisfaction, Performance Management, Industrial Relations

I. INTRODUCTION

Employee engagement has emerged as a critical factor influencing organizational success in today's competitive business environment. It refers to the emotional commitment and involvement of employees toward their organization and its goals. Engaged employees are more productive, motivated, and aligned with the company's vision, which ultimately enhances organizational performance. In the manufacturing sector, where efficiency, quality, and safety are key determinants of success, employee engagement plays an even more significant role. Employees who are actively engaged contribute to improved operational performance, reduced errors, and better teamwork. Conversely, low engagement can lead to absenteeism, high turnover, and decreased productivity. Employee engagement refers to the emotional commitment, involvement, and dedication that employees have towards their organization and its goals. It represents how strongly employees feel connected to their work, their team, and the organization as a whole. Engaged employees are not only satisfied with their jobs but are also motivated to contribute their best efforts toward achieving organizational success. In the workplace, employee engagement goes beyond job satisfaction. It includes factors such as motivation, enthusiasm, loyalty, and a sense of responsibility. Engaged employees tend to show higher productivity, better performance, and a willingness to go beyond their assigned duties. They are more likely to stay with the organization, reducing turnover and absenteeism. Employee engagement is influenced by several factors such as leadership style, communication, recognition and rewards, work environment, career development opportunities, and organizational culture. When employees feel valued and supported, their level of engagement increases significantly. In

the manufacturing sector, employee engagement plays a crucial role in improving operational efficiency, product quality, and workplace safety. Engaged employees contribute to smoother workflows, fewer errors, and better teamwork, which ultimately enhances organizational performance. Thus, employee engagement is considered a key driver of organizational success. Organizations that focus on improving engagement are more likely to achieve higher productivity, better employee retention, and long-term sustainable growth.

Objectives of the Study

- To portray the employee profile of Tenneco Automotive India Pvt Ltd, Pondicherry.
- To study the effectiveness of employee engagement at Tenneco Automotive India Pvt Ltd, Pondicherry.
- To know the satisfaction level of employees towards their engagement system.
- To offer suggestions for the upliftment of better employee engagement system in Tenneco Automotive India Pvt Ltd, Pondicherry.

II. REVIEW OF LITERATURE

Arun Kumar (2026), “Impact of Employee Engagement on Productivity in Manufacturing Firms”. The study focuses on understanding how employee engagement influences productivity levels in manufacturing organizations. The main objective of the study is to analyze the relationship between employee engagement factors such as motivation, job satisfaction, and involvement with overall productivity. The researcher used regression analysis and ANOVA as statistical tools to examine the relationship between variables. Data was collected from employees working in various manufacturing firms through structured questionnaires. The findings of the study revealed that higher levels of employee engagement lead to significantly improved productivity and reduced operational errors. The study also highlighted that engaged employees show higher commitment towards organizational goals. It was found that organizations with strong engagement practices experience better efficiency and reduced absenteeism. The study concludes that employee engagement is a critical driver of productivity in manufacturing industries. It recommends that organizations focus on employee motivation programs and recognition systems. Overall, the study emphasizes the strategic importance of engagement in enhancing performance outcomes.

Priya Nair (2025), “Role of Engagement in Employee Retention”, focused on analyzing the role of employee engagement in improving employee retention rates. The objective was to understand how engagement reduces employee turnover in organizations. The study used chi-square test and correlation analysis to evaluate data collected from employees. The findings revealed that highly engaged employees are less likely to leave the organization. It was found that engagement creates emotional attachment between employees and the organization. The study also highlighted that poor engagement leads to dissatisfaction and higher attrition rates. Factors such as recognition, work environment, and career growth opportunities were identified as key influencers. The study concludes that employee engagement is directly linked to retention strategies. It suggests that organizations should focus on employee well-being and career development. The overall result indicates that engagement improves organizational stability. The study emphasizes the importance of retention through engagement practices.

Karthik Raj (2024), “Factors Influencing Employee Engagement in Industry”, studied the factors influencing employee engagement in industrial organizations. The objective was to identify major drivers of engagement such as leadership, rewards, and work environment. The study used factor analysis and percentage analysis for data interpretation. Primary data was collected using structured questionnaires. The findings revealed that compensation, recognition, and communication strongly influence engagement. The study also showed that engaged employees have higher job satisfaction. It concludes that engagement is crucial for improving productivity. The study recommends improving HR policies and employee welfare measures. The overall result highlights the importance of workplace culture. The study emphasizes strategic HR practices. It concludes that engagement leads to better organizational performance.

III. RESEARCH METHODOLOGY

Descriptive research design used in this study. Convenient Sampling Method is adopted. The sample size of the study is claimed as 110. Both Primary and secondary data are used. Percentage analysis, Chi square analysis and anova statistical tools are used in this study.

Data Analysis and Interpretation

Table: 1 Age of the respondents

Age	No. of respondents (n=110)	Percentage
Below 25 years	14	12.7
Between 25 and 35 years	64	58.2
Between 36 and 45 years	20	18.2
Above 46 years	12	10.9
Total	110	100

(Source: Primary data)

INTERPRETATION

From the above table it is seen that out of 110 respondents, 14 (12.7%) respondents are belonging to the age group of below 25 years, 64 (58.2%) respondents belonging to the age group between 25-35 years, 20 (18.2%) respondents belonging to the age group between 36-45 years and remaining 12 (10.9%) respondents belonging to the age group of above 46 years. Majority, 64 (58.2%) respondents are belonging to, the age group between 25-35 years.

Table: 2 Gender of the respondents

Gender	No. of respondents (n=110)	Percentage
Male	46	41.8
Female	64	58.2
Total	110	100.0

(Source: Primary data)

INTERPRETATION

The above table 4.2 seen that out of 110 respondents, 46 (41.8%) of the respondents are male and remaining 64 (58.2%) of the respondents are female. Majority, 64 (58.2%) of the respondents are female.

Chi-Square Gender and Employee engagement system

H_0 : There exist no significant association between gender of the respondents and their level of employee engagement system.

H_1 : There exist significant association between gender of the respondents and their level of employee engagement system.

Gender	Employee engagement system			Total
	High	Moderate	Low	
Male	34	6	6	46
Female	22	13	29	64
Total	56	19	35	110

Calculated χ^2 Value: 13.1108
 Degree of freedom: 2
 Table Value: Five per cent level: 5.991

INTERPRETATION

Since the calculated χ^2 value (13.1108) is less than the table value (5.991) at five percent level of significance. H_0 is rejected. Hence it is concluded that there is a significant association between gender of the respondents and their level of employee engagement system.

Anova Table showing the Difference in Mean Scores Between Employee engagement strategies & Age

H_0 : There is no significant relationship between the two categories that are age group of the respondents and Employee engagement strategies .

H_1 : There is significant relationship between age group of the respondents and Employee engagement strategies .

Age	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	9.378	2	4.689	4.706	0.011
Within Groups	121.550	107	.996		
Total	130.928	109			

INTERPRETATION

The above table shows that the P value (0.011) is less than 0.05. So, there is a significant difference in the mean scores of the respondents based on Employee engagement strategies with respect to age group of the respondents. It is inferred that age of the respondents its influence the Employee engagement strategies .

IV. SUGGESTIONS

- Recognizing and rewarding employees' efforts (both monetary and non-monetary) can significantly boost engagement levels and motivation.
- Regular skill development programs, technical training, and leadership development initiatives should be implemented to improve employee competence and confidence.
- Flexible work schedules, leave policies, and wellness programs can help reduce stress and improve overall engagement.
- Involving employees in problem-solving and decision-making processes increases their sense of ownership and commitment to organizational goals.
- Managers should adopt a supportive leadership style, focusing on mentoring, coaching, and motivating employees rather than only supervising them.
- As it is a manufacturing sector, maintaining high safety standards and a healthy work environment is crucial for employee satisfaction and productivity.
- Periodic employee engagement surveys should be conducted to assess satisfaction levels and identify areas for improvement.

V. CONCLUSION

The study clearly indicates that employee engagement plays a vital role in enhancing organizational performance in the manufacturing sector. At Tenneco Automotive India Pvt Ltd, engaged employees demonstrate higher productivity, better quality of work, reduced absenteeism, and stronger commitment to organizational goals. The findings highlight that factors such as effective communication, recognition, leadership support, and opportunities for growth significantly influence engagement levels. When employees feel valued and involved, their performance improves, which directly contributes to the overall success of the organization. In a competitive manufacturing environment, organizations cannot rely solely on technology and processes; human capital remains a critical driver of performance. Therefore, fostering a positive and engaging work environment should be a strategic priority. In conclusion, improving employee engagement is not just a human resource initiative but a key business strategy that leads to sustainable growth, enhanced efficiency, and long-term organizational success.

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