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A Study On Employee Engagement Initiatives And It's Impact On Employee Motivation

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Abstract: The study investigates how various engagement programs impact employee motivation. It explores how initiatives like People Connect, Recognition, Wellness@Workplace, and Camaraderie influence employee motivation. Data from 175 employees was analyzed using non-parametric tools. Results showed strong motivational impact from People Connect and Recognition, with Camaraderie having minimal effect. Motivation levels varied by gender and job level. The study concludes that tailored engagement strategies enhance motivation and satisfaction.

Index Terms - Employee engagement, Motivation, Recognition, Wellness@workplace, People connect, Camaraderie, HR initiatives.

I. INTRODUCTION

In today's dynamic business environment, the human resource function plays a crucial role in driving organizational success through employee engagement. Traditional drivers like job security and compensation are no longer sufficient, as employees now seek purpose, growth, recognition, and inclusion. As a result, engagement has emerged as a strategic priority for building a resilient and high-performing workforce. Organizations are investing in initiatives that enhance employee experience and foster emotional commitment. Employee engagement reflects deep psychological involvement, going beyond job satisfaction. Motivation—both intrinsic and extrinsic—is essential in sustaining effort and adaptability, especially during change. Engagement and motivation are influenced by elements like leadership style, organizational culture, and communication flow. This study focuses on understanding how their connection shapes employee outcomes. It focuses on key initiatives including People Connect, Recognition, Wellness@Workplace, and Camaraderie.

II. OBJECTIVES OF THE STUDY

- 1) To study the HR initiatives and employee engagement practices.
- 2) To assess employee perceptions regarding the effectiveness of engagement initiatives.
- 3) To examine the relationship between employee engagement initiatives and employee motivation.
- 4) To analyse the influence of employee engagement initiatives on employee motivation.

III. SCOPE OF THE STUDY

The focus of the study is on determining the effectiveness of engagement strategies in motivating employees. It examines the role of demographic factors such as gender, age, and tenure in shaping engagement and motivation levels. The research identifies high-impact strategies to improve employee performance and satisfaction. It also aims to refine HR practices by understanding the link between engagement and motivation. Additionally, the study provides a basis for future research across different industries and contexts.

IV. REVIEW OF LITERATURE

Kapoor, Charu. (2023). The rise of online education has motivated working professionals to upskill without career breaks. Organizations have adapted to this shift, integrating learning into workplace growth. While online programs offer flexibility, various personal, workplace, and technological factors impact completion. This approach to education allows professionals to balance their career and learning at a comfortable pace. However, program facilitation and resources play a crucial role in sustaining motivation.

Aveline, S. (2020). Employee engagement has become a crucial concept in the software industry, with HR departments focusing on selecting and retaining productive employees. Companies face intense competition, making employee motivation and engagement essential for success. Engaged employees enhance organizational performance, whereas disengaged employees do not. This paper looks into the primary factors behind employee engagement and their role in fostering organizational growth.

V. RESEARCH METHODOLOGY

The study uses a descriptive research design to examine employee engagement initiatives and their impact on motivation, productivity, and satisfaction. Data was collected through surveys, interviews, and observations, with a stratified random sampling method ensuring balanced representation. A questionnaire with 22 close-ended questions was distributed via Google Forms to 175 employees. The data was analyzed using non-parametric methods in SPSS, like Kruskal-Wallis H-Test, Spearman's rank correlation, Mann-Whitney U-Test and Chi square Test.

VI. DATA ANALYSIS AND INTERPRETATION

KRUSKAL WALLIS H-TEST

Null hypothesis (H0): There is no significant difference in employee motivation resulting from engagement initiatives across different job levels.

Alternative hypothesis (H1): There is significance difference in employee motivation resulting from engagement initiatives across different job levels.

Test Statistics^{a,b}

	People Connect	Recognition	Wellness@Workplace	Camaraderie
Kruskal-Wallis H	19.674	26.465	16.453	15.998
df	4	4	4	4
Asymp. Sig.	<.001	<.001	.002	.003

a. Kruskal Wallis Test

b. Grouping Variable: Job Level

INTERPRETATION

Since the p value (sig.) < 0.05, null hypothesis is rejected and we accept alternative hypothesis. So, there is significant difference in employee motivation resulting from engagement initiatives across different job levels.

SPEARMAN'S RANK CORRELATION

Null hypothesis (H0): There is no significant relationship between employee engagement initiatives and employee motivation.

Alternative hypothesis (H1): There is a significant relationship between employee engagement initiatives and employee motivation.

Correlations

			INITIATIVES	MOTIVATION
Spearman's rho	INITIATIVES	Correlation Coefficient	1.000	-.216
		Sig. (2-tailed)	.	.027
		N	175	175
	MOTIVATION	Correlation Coefficient	-.216	1.000
		Sig. (2-tailed)	.027	.
		N	175	175

INTERPRETATION

Since the p value < 0.05, reject null hypothesis and accept alternative hypothesis. This indicates that there is a strong positive correlation and significant relationship between the employee engagement initiatives and employee motivation.

MANN-WHITNEY U-TEST

Null hypothesis (H0): There is no significant difference on employee perceptions regarding the effectiveness of engagement initiatives between male and female employees.

Alternative hypothesis (H1): There is significant difference on employee perceptions regarding the effectiveness of engagement initiatives between male and female employees.

Test Statistics^a

	ALIGNMENT	INCLUSIVITY	ENABLERS
Mann-Whitney U	2335.500	2254.000	2201.000
Wilcoxon W	7691.500	7610.000	7557.000
Z	-4.463	-4.710	-4.869
Asymp. Sig. (2-tailed)	<.001	<.001	<.001

a. Grouping Variable: GENDER

INTERPRETATION

Since the p value < 0.05 , reject null hypothesis and accept alternative hypothesis. This indicates that there is a strong positive correlation and significant relationship between the employee engagement initiatives and employee motivation. Since the p value (sig.) < 0.05 , null hypothesis is rejected. This indicates that there is significant difference on employee perceptions regarding the effectiveness of engagement initiatives between male and female employees.

CHI SQUARE TEST

Null hypothesis (H0): There is no significant association between years of experience and awareness of employee engagement initiatives.

Alternative hypothesis (H1): There is significant association between years of experience and awareness of employee engagement initiatives.

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	3.197 ^a	2	.202
Likelihood Ratio	5.155	2	.076
Linear-by-Linear Association	3.107	1	.078
N of Valid Cases	175		

INTERPRETATION

Since the p value > 0.05 , null hypothesis is accepted and we reject alternative hypothesis. So, there is no significant association between years of experience and awareness of employee engagement initiatives.

VII. SUMMARY OF FINDINGS

- ✓ It is found that 65% of the respondents are in the age of less than 20 years.
- ✓ 59% of them are female respondents.
- ✓ More than half i.e., 57% of the respondents are from Human Resources (HR) department.
- ✓ 37% of the respondents work in entry-level positions.
- ✓ 64% is of less than five years of experience.
- ✓ With respect to Mann-Whitney U Test, since the p value ($<.001$) < 0.005 for alignment, inclusivity and enablers, we reject null hypothesis. This indicates that there is significant difference in employee perceptions regarding the effectiveness of engagement initiatives between male and female employees.
- ✓ With respect to Spearman's rank correlation, Since the p value (0.027) < 0.05 , reject null hypothesis and accept alternative hypothesis. This suggests that employee engagement activities and employee motivation have a substantial and highly beneficial link.
- ✓ With respect to Kruskal Wallis or H Test, since the p value ($<.001$) for people connect, p value ($<.001$) for recognition, p value (0.002) for wellness@workplace and p value (0.003). Since the p-value for camaraderie is below 0.05, the null hypothesis is rejected. This indicates that there is significant difference in employee motivation resulting from engagement initiatives across different job levels.

- ✓ With respect to Chi Square Test, since the p value (0.202) > 0.05, we accept null hypothesis. This means that there is no significant association between years of experience and awareness of employee engagement initiatives.

VIII. SUGGESTIONS

- Since most of the respondents did not prefer camaraderie-related activities and felt they had no motivational impact, it is suggested to redesign these programs to better align with employee interests. Conducting periodic feedback surveys to identify preferred social/team-building events could increase participation and effectiveness.
- As employees strongly agreed that leadership support is a key enabler for engagement, management should actively participate in programs such as People Connect, townhalls, and mentoring to foster stronger employee-leader connections.
- Since engagement impact varied significantly across job levels (as shown by Kruskal- Wallis test), it is important to customize initiatives for entry-level, mid-level, and senior- level employees. For example, leadership development programs are often more suitable for senior employees, whereas entry-level staff may be more drawn to learning opportunities and social engagement activities.
- Establish a structured system for evaluating employee engagement effectiveness, using surveys, focus groups, or one-on-one interviews. Programs will be improved in real time and remain relevant with ongoing feedback.

IX. CONCLUSION

An assessment was carried out to examine the influence of engagement strategies on employee motivation. People Connect and Recognition programs had the highest motivational effect, while Wellness@workplace and Camaraderie showed lower preference. Gender and job level influenced perceptions of engagement initiatives. Most employees reported satisfaction with current HR practices. The major elements contributing to employee motivation were recognition, clear communication, regular feedback, and the role of leadership. Tailored strategies and improvements to weaker initiatives can enhance morale, performance, and workforce commitment.

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