



INTERNATIONAL JOURNAL OF CREATIVE RESEARCH THOUGHTS (IJCRT)

An International Open Access, Peer-reviewed, Refereed Journal

A Study ON Employee Engagement And Its Impact On Organisational Productivity: At Pantech Solutions, Chennai

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Abstract: The IT industry is one of India's fastest-growing sectors, yet maintaining high employee engagement remains a persistent challenge for organisations. This study examines employee engagement and its impact on organisational productivity at Pantech Solutions, Semmancheri, Chennai. The primary objective is to assess the level of employee engagement, identify key influencing factors, and evaluate the relationship between engagement and productivity. Primary data were collected from 103 respondents using a structured questionnaire via a Likert-scale instrument. Statistical tools including Percentage Analysis, Mean Score Analysis, Pearson Correlation, and Chi-Square tests were employed. Key findings reveal that 90.3% of respondents agree that high employee engagement contributes to overall organisational performance, and 75.7% confirm that engagement positively influences individual productivity. Critical gaps were identified in employee recognition (51.5% feel unappreciated), participative management (59.2% feel their opinions are not valued), and workload management (46.6% report unreasonable workloads). The study concludes that while engagement levels are moderate to high overall, targeted interventions in recognition, communication, and workload distribution are essential for sustaining and enhancing organisational productivity.

Keywords: Employee Engagement, Organisational Productivity, Job Satisfaction, Work Environment, Training and Development, Pantech Solutions, IT Industry.

1. INTRODUCTION

1.1 Introduction

In today's highly competitive and dynamic business environment, organisations are increasingly recognising that their success depends largely on the effective management of human resources. Employees are no longer viewed merely as a workforce but as valuable assets who contribute significantly to organisational growth and sustainability. In this context, employee engagement has gained considerable importance as a key factor influencing both individual performance and overall organisational productivity.

Employee engagement refers to the level of emotional, cognitive, and behavioural commitment that employees have toward their work and organisation. Engaged employees are more likely to demonstrate higher levels of enthusiasm, dedication, and responsibility, which in turn leads to improved work performance and efficiency. Unlike job satisfaction, which focuses on contentment, engagement emphasises active involvement and the willingness to contribute beyond assigned duties.

This study, titled 'Employee Engagement and Its Impact on Organisational Productivity at Pantech Solutions, Semmancheri,' aims to examine the level of employee engagement and its influence on productivity. Pantech Solutions operates in the IT and technical training sector, where employee performance plays a crucial role in achieving organisational success.

1.2 Review of Literature

Kahn (1990) introduced the foundational concept of employee engagement, identifying three psychological conditions — meaningfulness, safety, and availability — as core enablers of personal engagement at work. His seminal framework continues to anchor engagement research globally.

Harter, Schmidt, and Hayes (2002) established through a landmark meta-analysis covering 7,939 business units that employee engagement is significantly and positively correlated with customer satisfaction, productivity, and profitability, while being negatively associated with turnover and workplace accidents.

Schaufeli and Bakker (2004) introduced the Job Demands-Resources (JD-R) model, proposing that job resources such as autonomy, feedback, and supervisory support are powerful predictors of engagement, particularly when job demands are high.

Saks (2006) demonstrated through empirical research that perceived organisational support and job characteristics are the strongest antecedents of engagement, with engagement in turn significantly predicting job satisfaction, organisational commitment, and intention to quit.

Bailey, Madden, Alfes, and Fletcher (2017) conducted a systematic literature review confirming that engagement is positively associated with individual outcomes including performance and satisfaction, and with organisational outcomes including productivity, customer satisfaction, and reduced absenteeism.

Harter, Schmidt, and colleagues (2017) updated their meta-analytic findings, reaffirming robust positive associations between engagement and business-unit outcomes including profitability, safety records, and customer loyalty, with highly engaged units dramatically outperforming low-engagement counterparts.

Deepalakshmi et al. (2024) conducted a systematic literature review in the Kuey Journal confirming a consistent positive correlation between high engagement and organisational performance, identifying transformational leadership, communication effectiveness, and organisational culture as key mediating factors.

1.3 Objective of the Study

The main purpose of the study is to examine employee engagement and its impact on organisational productivity at Pantech Solutions, Chennai. Specific objectives include: (i) assessing the level of employee engagement among employees; (ii) identifying key factors that influence employee engagement; (iii) examining the association between demographic variables and engagement levels; and (iv) suggesting measures to improve employee engagement and enhance organisational productivity.

1.4 Research Methodology

The study adopts a descriptive research design. Primary data were collected using a structured questionnaire distributed to 103 respondents comprising employees across Technical/Development, Training, Administration, Human Resources, and other departments at Pantech Solutions, Semmancheri. Secondary data were gathered from books, journals, and research articles. Convenience sampling was employed as the sampling technique. The study was conducted over a period of four months.

Statistical tools employed include Percentage Analysis to describe the distribution of responses, Mean Score Analysis to assess the overall level of engagement, Pearson Correlation to examine relationships between engagement variables and job satisfaction, and Chi-Square Test to assess associations between demographic variables and engagement outcomes.

2. DATA ANALYSIS AND INTERPRETATION

2.1 Demographic Profile of Respondents

Table 2.1 summarises the demographic profile of the 103 respondents. The majority belong to the Above 40 age group (39.8%), followed by 31–40 years (36.9%). Male respondents constitute 56.3% of the sample. Most respondents hold an undergraduate qualification (52.4%), and 31.1% have more than 6 years of experience. The Technical/Development department accounts for the highest representation (40.8%).

Table 2.1: Demographic Profile of Respondents

Variable	Category	No. of Respondents	Percentage (%)
Gender	Male	58	56.3%
	Female	37	35.9%
	Prefer not to say	8	7.8%
Age Group	Below 20	9	8.7%
	21–30 years	15	14.6%
	31–40 years	38	36.9%
	Above 40 years	41	39.8%
Work Experience	Less than 1 year	8	7.8%
	1–2 Years	13	12.6%
	2–4 Years	20	19.4%
	4–6 Years	30	29.1%
	More than 6 years	32	31.1%

Department	Technical / Development	42	40.8%
	Training	26	25.2%
	Administration	18	17.5%
	Human Resources	10	9.7%
	Others	7	6.8%

Interpretation: The workforce is predominantly mature and experienced, with a male majority and an undergraduate-level educational base. The Technical and Training departments represent the core of the surveyed population.

2.2 Employee Engagement Dimensions

Table 2.2 presents the Likert-scale responses across key employee engagement statements. A strong majority of respondents positively affirm engagement-related outcomes, particularly regarding organisational performance and personal productivity.

Table 2.2: Employee Engagement Statements (Likert Scale)

Statement	SA (%)	A (%)	N (%)	D (%)	SD (%)
I feel enthusiastic and motivated to perform my job effectively.	17.5	52.4	7.8	12.6	9.7
I clearly understand my roles and responsibilities.	24.3	45.6	10.7	10.7	8.7
I feel emotionally connected to the organization.	28.2	43.7	9.7	10.7	7.8
My contributions are recognized and appreciated.	9.7	23.3	15.5	41.7	9.7
My opinions and suggestions are valued by management.	9.7	20.4	10.7	35.0	24.3
There is effective communication between employees and management.	9.7	51.5	19.4	11.7	7.8
My supervisor provides adequate support and guidance.	7.8	47.6	15.5	22.3	6.8
Sufficient training and development opportunities are provided.	15.5	47.6	13.6	16.5	6.8
The work environment is positive and supportive.	18.4	36.9	21.4	14.6	8.7
Employee engagement positively influences my productivity.	15.5	60.2	23.3	1.0	0

High engagement contributes to overall organisational performance.	43.7	46.6	8.7	1.0	0
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Interpretation: Recognition and participative management are the most critical pain points, with 51.5% disagreeing that contributions are recognised and 59.2% indicating their opinions are not valued. In contrast, the engagement-productivity and engagement-performance links are overwhelmingly affirmed, with 75.7% and 90.3% agreement respectively.

Inference: While employees demonstrate a strong belief in the value of engagement, significant structural gaps in recognition systems and management communication undermine the full realisation of engagement's productivity potential.

2.3 Mean Score Analysis of Engagement Variables

Table 2.3 presents the mean scores for each engagement statement among 103 respondents. The highest mean score is recorded for the engagement-performance link (Mean = 4.33), reflecting near-universal agreement. Job satisfaction (Mean = 3.35) and work environment (Mean = 3.42) record the lowest scores, identifying priority areas for improvement.

Table 2.3: Mean Score Analysis — Employee Engagement

Statement	Mean	Std. Dev
High employee engagement contributes to overall organisational performance	4.33	0.677
Employee engagement positively influences my productivity	3.90	0.650
I feel emotionally connected to the organization	3.74	1.204
I clearly understand my roles and responsibilities	3.66	1.209
The organization supports my professional growth and career advancement	3.58	1.151
I feel enthusiastic and motivated to perform my job effectively	3.55	1.202
The organization provides sufficient training and development opportunities	3.49	1.145
There is effective communication between employees and management	3.44	1.073
The work environment is positive and supportive	3.42	1.201
I am satisfied with my current job	3.35	1.202

Inference: Employee engagement at Pantech Solutions is moderate to high overall. The strong scores on engagement-productivity and engagement-performance items indicate a ready attitudinal foundation for building structured engagement initiatives. The comparatively lower scores on job satisfaction and work environment signal areas demanding targeted management intervention.

2.4 Impact on Organisational Productivity

The findings from percentage analysis confirm that 75.7% of respondents agree that employee engagement positively influences their individual productivity, while 90.3% agree that high engagement contributes to overall organisational performance. Only 1.0% of respondents disagree with either statement, confirming near-universal consensus.

A workload management concern is evident, with 46.6% disagreeing that their workload is reasonable and manageable. This represents a significant risk factor for disengagement and consequent productivity decline. Similarly, 28.2% of respondents report overall job dissatisfaction, warranting immediate attention through job enrichment and workload rebalancing strategies.

3. STATISTICAL TESTS

3.1 Correlation Analysis: Work Environment vs Job Satisfaction

H₀: There is no significant relationship between work environment and job satisfaction.

H₁: There is a significant relationship between work environment and job satisfaction.

Table 3.1: Pearson Correlation — Work Environment vs Job Satisfaction

Variables	Pearson Correlation	Sig. (2-tailed)	N
Work Environment vs Job Satisfaction	0.251*	0.011	103

The Pearson Correlation coefficient is 0.251 with a significance value of 0.011, which is below the 0.05 threshold. The null hypothesis is therefore rejected. There is a statistically significant moderate positive relationship between work environment and job satisfaction — a more positive and supportive work environment is associated with higher levels of employee satisfaction at Pantech Solutions.

3.2 Correlation Analysis: Training Opportunities vs Skill Enhancement

H₀: There is no significant relationship between training opportunities and skill enhancement.

Table 3.2: Pearson Correlation — Training Opportunities vs Skill Enhancement

Variables	Pearson Correlation	Sig. (2-tailed)	N
Training Opportunities vs Skill Enhancement	0.214*	0.030	103

The correlation coefficient of 0.214 (Sig. = 0.030 < 0.05) leads to rejection of the null hypothesis. There is a statistically significant moderate positive relationship between training opportunities and skill enhancement, confirming that effective training programs contribute to employee development and overall engagement.

3.3 Chi-Square Test: Age vs Job Satisfaction

H₀: There is no significant association between age group and job satisfaction.

H₁: There is a significant association between age group and job satisfaction.

Table 3.3: Chi-Square Test — Age vs Job Satisfaction

Chi-Square Test	Value	df	Asymptotic Sig. (2-sided)
Pearson Chi-Square	37.475	12	.000
Likelihood Ratio	37.995	12	.000
N of Valid Cases	103		

The Pearson Chi-Square value of 37.475 with 12 degrees of freedom and significance of .000 (below 0.05) leads to rejection of the null hypothesis. Employees belonging to different age groups have statistically significantly varying levels of job satisfaction at Pantech Solutions.

3.4 Chi-Square Test: Gender vs Job Satisfaction

H₀: There is no significant association between gender and job satisfaction.

Table 3.4: Chi-Square Test — Gender vs Job Satisfaction

Chi-Square Test	Value	df	Asymptotic Sig. (2-sided)
Pearson Chi-Square	28.430	8	.000
Likelihood Ratio	27.992	8	.000
N of Valid Cases	103		

The Pearson Chi-Square value of 28.430 (df = 8, Sig. = .000 < 0.05) leads to rejection of the null hypothesis. Male and female employees have statistically significantly different levels of job satisfaction, confirming that gender is a meaningful demographic variable in shaping engagement outcomes at Pantech Solutions.

4. CONCLUSION

This study provides comprehensive insights into employee engagement and its relationship with organisational productivity at Pantech Solutions, Semmancheri. The findings reveal that while overall engagement levels are moderate to high, significant structural gaps require strategic attention.

The most critical areas of concern are the lack of employee recognition — with 51.5% of respondents feeling their contributions are not appreciated — and the deficit in participative management practices, with 59.2% indicating their opinions and suggestions are not valued by management. Additionally, workload management is a pressing issue, with 46.6% of respondents reporting that their workload is not reasonable or manageable.

From a statistical perspective, a significant positive relationship exists between work environment and job satisfaction ($r = 0.251$, $p = 0.011$) and between training opportunities and skill enhancement ($r = 0.214$, $p = 0.030$). Chi-Square tests confirm that demographic variables including age ($\chi^2 = 37.475$, $p = .000$) and gender ($\chi^2 = 28.430$, $p = .000$) significantly influence job satisfaction levels, underscoring the need for differentiated engagement strategies.

In conclusion, employees overwhelmingly recognise that high engagement drives both individual productivity and organisational performance (90.3% and 75.7% agreement respectively). The organisation

is well-positioned to build on this strong attitudinal foundation by implementing structured recognition programs, fostering participative management, conducting systematic workload reviews, and investing in targeted training and leadership development. By addressing these engagement gaps, Pantech Solutions can achieve sustained productivity gains and maintain a competitive edge in India's dynamic IT sector.

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