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# A Study on Employee Engagement in SPB Metal Casters Coimbatore

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**Abstract--** Employee engagement is a critical factor that determines organizational success in today's competitive business environment. The study aims to explore the factors influencing employee engagement and to understand its impact on organizational effectiveness at SPB Metal Casters, Coimbatore. Both primary and secondary data were used, with responses collected from 120 employees through a structured questionnaire. The data were analysed using statistical tools such as percentage analysis, correlation, ANOVA, and chi-square tests. The findings reveal that job characteristics and leadership support play significant roles in enhancing engagement, while career development and organizational culture also influence employee motivation and commitment. The study concludes that effective engagement practices improve productivity, reduce turnover, and foster long-term organizational growth.

**Keywords--** Employee engagement, Business environment, Organizational culture, Employee Motivation, Commitment, Organizational growth.

## I. INTRODUCTION

Employee engagement has emerged as one of the most important dimensions of human resource management in the modern industrial world. It refers to the emotional, cognitive, and behavioral investment employees make in their work. Engaged employees demonstrate enthusiasm, commitment, and a strong sense of belonging toward their organization.

In the manufacturing sector, particularly in organizations like SPB Metal Casters, maintaining engagement is crucial to ensure consistent quality, innovation, and productivity. As businesses face rapid technological advancements and competitive pressures, employee engagement acts as the foundation for organizational sustainability and growth. It helps in improving morale, reducing absenteeism, and enhancing customer satisfaction.

At SPB Metal Casters, employee engagement is fostered through transparent communication, recognition programs, skill development, and effective leadership. However, challenges such as monotonous work patterns, lack of recognition, and limited advancement opportunities can hinder engagement levels.

Hence, this study focuses on identifying engagement determinants and analyzing how they impact employee performance within the organization.

## II. OBJECTIVES OF THE STUDY

- To identify the factors affecting the level of employee engagement in the workplace.
- To assess the employee satisfaction towards the workplace.
- To examine the impact of employee engagement on organizational effectiveness.

## III. REVIEW OF LITERATURE

**Josephraj (2025)** conducted an in-depth study on employee engagement strategies within the manufacturing sector in Chennai. The research highlighted that recognition programs, skills enhancement initiatives, and a balanced work environment are key factors driving engagement. Employees who perceived fair treatment and appreciation demonstrated greater job commitment. The study also showed that engaged employees reported fewer absences and higher quality output. Leadership communication and regular feedback were found to influence morale and loyalty. The paper concluded that sustainable engagement can be achieved only when management integrates employee well-being with organizational objectives. The author emphasized the need for continuous engagement evaluation rather than one-time activities.

**Ahmad Zawawi, Noorshuhaimi, and Harun (2024)** explored the effects of recognition, rewards, and organizational justice on employee engagement in Malaysian manufacturing firms. The study revealed that equitable treatment and transparent reward systems enhanced employee satisfaction and dedication. Findings showed that employees with a sense of belonging were more productive and less likely to leave. The authors stressed that engagement is not just emotional commitment but also behavioral alignment with company goals.



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Furthermore, effective leadership communication and acknowledgment of employee effort served as major engagement enablers. The study concluded that consistent recognition practices create a culture of motivation and loyalty.

**Stachová, Stacho, Šamalík, and Sekan (2024)** analyzed the influence of e-HRM tools on employee engagement within European manufacturing companies. The research showed that digital HR systems increased transparency, collaboration, and timely feedback, all contributing to higher engagement. The study emphasized that technology adoption should be accompanied by leadership support and training to ensure success. Results revealed that employees valued access to digital communication platforms and self-service HR tools. These systems empowered workers and strengthened their trust in management. The study concluded that integrating digital tools into engagement strategy enhances both operational efficiency and employee satisfaction.

**Gupta and Narang (2023)** examined how leadership style and workplace innovation affect engagement in small-scale manufacturing units in India. The study identified transformational leadership as a significant predictor of employee engagement. It was observed that open communication and participative decision-making fostered employee involvement. The authors highlighted that innovation culture improved both engagement and productivity. The research suggested that organizations investing in leadership training achieved higher engagement scores. Moreover, supportive supervisors and empowerment were crucial to maintaining morale. The study concluded that effective leadership behavior directly influences employee engagement outcomes.

**Ramasamy and Devi (2023)** explored the relationship between employee engagement and organizational performance in South Indian manufacturing firms. The study demonstrated that engaged employees contribute to better productivity and reduced turnover.

Data revealed that engagement was closely linked with job satisfaction and internal motivation. The authors also pointed out that companies investing in employee welfare programs experienced stronger performance outcomes. Leadership behavior and communication transparency were major influencing factors. Furthermore, the research indicated that continuous learning opportunities kept workers motivated. The study concluded that employee engagement serves as a key driver of sustainable growth in the manufacturing sector.

#### IV. RESEARCH DESIGN

A research design is considered as the framework or plan for a study that guides as well as helps the data collection and analysis of data.

#### V. DESCRIPTIVE RESEARCH

Descriptive research was adopted for this study. The reason for choosing the descriptive research was that it helps in generalization to a greater extent. Descriptive research is a study designed to depict the participants in an accurate way. More simply put, descriptive research is all about describing people who take part in the study.

#### VI. SAMPLE SIZE

The sampling method used in this research is convenient sampling technique. The sample size is 120.

#### VII. ANALYTICAL TOOLS

- Percentage Analysis
- One Way Anova
- Correlation Analysis
- Chi-Square Analysis



VIII. DATA ANALYSIS AND INTERPRETATION

*Percentage Analysis*

**AGE OF THE RESPONDENTS**

<b>Particulars</b>	<b>No of Respondents</b>	<b>Percentage of Respondents</b>
20-25 years	74	61.7
26-30 year	20	16.7
31-35 years	12	10
36-40 years	7	5.8
Above 40 years	7	5.8
<b>Total</b>	<b>120</b>	<b>100</b>

*Source: Primary data*

*Interpretation*

61.7% are in the age group of 18-25 years, 16.7% are in the age group of 26-30 years, 10% are in the age group of 31-35 years and 5.8% are in the age group of 36-40 years and above 40 years respectively.

**GENDER OF THE RESPONDENTS**

<b>Particulars</b>	<b>No of respondents</b>	<b>Percentage of respondents</b>
Male	72	60
Female	48	40
<b>Total</b>	<b>120</b>	<b>100</b>

*Source: Primary data*

*Interpretation*

60% of the respondents are male and 40% of the respondents are female.

IX. ANOVA ANALYSIS FOR AGE AND EMPLOYEE ENGAGEMENT FACTORS

*Null Hypothesis (H<sub>0</sub>):* There is no significant difference in employee engagement among different age groups.

*Alternative Hypothesis (H<sub>1</sub>):* There is significant difference in employee engagement among different age groups.



FACTORS	AGE					F VALUE	P VALUE	SIGNIFICANCE LEVEL
	20- 25	26- 30	31- 35	36- 40	440 & Above			
Job Characteristics	2.69	3.40	3.08	4.71	3.71	4.267	.003	Significant
Career Development	2.39	2.75	2.50	2.57	2.14	.83	.821	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.326	Not Significant
Organizational Fit	2.27	2.30	2.42	1.71	2.57	.458	.767	Not Significant

*Significance Level Tested at 0.05*

*Interpretation*

The p value is less than 0.05; the influence of job characteristics on age is significant. Hence reject H<sub>0</sub> for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on age is not significant. Hence accept H<sub>0</sub> for career development, perceived supervisor support and organizational fit.

**X. ANOVA ANALYSIS FOR INCOME AND EMPLOYEE ENGAGEMENT FACTORS**

*Null Hypothesis (H<sub>0</sub>):* There is no significant difference in employee engagement among different income groups.

*Alternative Hypothesis (H<sub>1</sub>):* There is significant difference in employee engagement among different income groups.

FACTORS	AGE					F VALUE	PVALUE	SIGNIFICANCE LEVEL
	20-25	26-30	31-35	36-40	440 & Above			
Job Characteristics	2.69	3.40	3.08	4.71	3.71	4.267	.003	Significant
Career Development	2.39	2.75	2.50	2.57	2.14	.83	.821	Not Significant
Perceived Supervisor Support	2.99	2.75	3.58	2.29	2.43	1.176	.326	Not Significant
Organizational Fit	2.27	2.30	2.42	1.71	2.57	.458	.767	Not Significant

*Significance Level is tested at 0.05*

*Interpretation*

The p value is less than 0.05; the influence of job characteristics on income is significant. Hence reject H0 for job characteristics. The p value is greater than 0.05, the influence of career development, perceived supervisor support and organizational fit on income is not significant. Hence accept H0 for career development, perceived supervisor support and organizational fit.

**XI. CORRELATION BETWEEN CAREER DEVELOPMENT AND WORK RELATIONSHIP**

*Null Hypothesis (H0):* There is no significant relationship between career development and work relationship.

*Alternative Hypothesis (H1):* There is significant relationship between career development and work relationship.



<b>Correlations</b>			
		Career Development	Work Relationship
Career Development	Pearson Correlation	1	.017
	Sig. (2-tailed)		.851
	N	120	120
Work Relationship	Pearson Correlation	.017	1
	Sig. (2-tailed)	0.851	
	N	120	120

*Significance level is tested at 0.05*

**Interpretation**

The p-value is 0.851 which is greater than the alpha value (0.05), hence null hypothesis (H<sub>0</sub>) is accepted. There is no significant relationship between career development and work relationship.

**XII. CHI-SQUARE BETWEEN WORK RELATIONSHIP AND PERCEIVED SUPERVISOR SUPPORT**

*Null Hypothesis (H<sub>0</sub>):* There is no significant association between work challenge and age.

*Alternative Hypothesis (H<sub>1</sub>):* There is a significant association between work challenge and age.



	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	36.314a	16	.003
Likelihood Ratio	32.816	16	.008
Linear-by-Linear Association	4.304	1	.038
N of Valid Cases	120		

*Significance level is tested at 0.05 Interpretation*

The p-value is 0.003 which is lesser than the alpha value (0.05), hence alternate hypothesis (H1) is accepted. There is a significant association between work challenge and age.

### XIII. FINDINGS

- 1) Majority (61.7%) of the respondents falls under the age category of 20-25 years.
- 2) Majority (60%) of the respondents are male.
- 3) H<sub>1</sub> is accepted for job characteristics on age. H<sub>0</sub> is accepted for career development, perceived supervisor support and organization fit on age.
- 4) H<sub>1</sub> is accepted for job characteristics on income. H<sub>0</sub> is accepted for career development, perceived supervisor support and organization fit on income.
- 5) H<sub>0</sub> is accepted and there is no significant relationship between career development and work relationship.
- 6) H<sub>1</sub> is accepted and there is significant association between work challenge and age.

### XIV. SUGGESTIONS

- The organizations can manage the work load of their employees as many of the respondents feels their work load is more for the role given in the organization.
- The organization can also provide recognition for the work as the respondents feels they are not given enough recognition for their work.
- The manager or supervisor must show some concern or demonstrate interest in the well being of their subordinates.

- More new challenges must be given in the work to get productivity from employees.
- The organization must provide career growth opportunities and proper training facilities to keep their employees engaged.
- The vision and mission of the organization must be clear and specific for the employees to work towards the common goal.
- Retention of skilled employees is very important to keep employees engaged and increase the productivity of the organization.
- There must be good relationship between the superior and his immediate subordinate for effectiveness of the organization and engagement of the employees.

### XV. CONCLUSION

With respect to the above study and findings the employees are determined to give their best at work place and the organization sets clear objectives for them to perform to the best of their ability and they feel comfortable giving feedback to their superior in the organization. It also inspires them to give their best at work and grow as an individual. The employees are willing to put best of their efforts if they are given proper working spaces. The employee under proper working environment, with their roles clearly defined and with proper guidance and communication will be engaged in their work. The factors like job characteristics, work relationship, perceived supervisor support, organizational fit and career development plays a key role in engagement of an employee in an organization.



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