

Association Between Work Engagement and Work Outcomes of the Employee in Industrial Sector of Sharanpur

Deepali¹, Jayant Kumar²

¹Student, School of Economics, Maa Shakumbhari University, Saharanpur, Uttar Pradesh, India.

²Assistant Professor (Guest Faculty), School of Economics, Maa Shakumbhari University, Saharanpur, Uttar Pradesh, India.

Abstract

This study investigates the level of employee engagement and its impact on work outcomes among workers in the industrial sector of Saharanpur, India. The research aims to understand how factors such as work environment, salary, motivation, and job satisfaction influence both employee engagement and organizational performance. Data were collected using a structured questionnaire based on a Likert scale and analyzed through descriptive and correlational statistical methods.

The results revealed that the majority of employees reported moderate levels of engagement (82%) and work outcomes (82%), with only a small proportion indicating high engagement (12%) and high performance (15%). The findings also showed that perceptions of the work environment and satisfaction with salary and motivation were largely moderate. A strong positive correlation was identified between employee engagement and work outcomes ($r = 0.733$), and similarly high correlations were observed between work outcomes and both salary/motivation ($r = 0.761$) and work environment ($r = 0.687$).

These results indicate that improving workplace conditions and employee motivation can significantly enhance engagement and performance. The study suggests the implementation of targeted engagement strategies, leadership development, and employee recognition systems. Policy implications include the need for formal engagement frameworks, standardized HR practices, and government-industry collaboration to support employee welfare in the region's industrial sector.

Overall, the research underscores the importance of holistic human resource practices in driving productivity and growth in Saharanpur's industrial landscape.

Keywords: Work Engagement, Work Outcome, Work Productivity, Work Environment, Job Satisfaction, Industrial Sector, Salary and Motivation, Workforce in Saharanpur City, Employee Turnover, Organization involvement.

1. Introduction

In the current fast-paced and competitive business environment, employee engagement has become an essential factor contributing to the overall success of organizations. Across sectors and geographies, organizations have recognized that an engaged workforce is not only more productive but also more committed, innovative, and aligned with the organization's goals. Beyond mere job satisfaction or happiness, employee engagement reflects the depth of emotional and cognitive commitment employees

have towards their work and the organization they work for. This study focuses on understanding the levels of employee engagement and its impact on work outcomes within the industrial sector in Saharanpur, a region with a growing concentration of manufacturing and production-based enterprises. A review of existing literature reveals various perspectives on employee engagement across sectors and organizational settings. U. R. Bhargavi (2015) in her study on global companies in Bangalore highlights that employee engagement is influenced by organizational culture, leadership behavior, and support systems. This research highlights how internal organizational practices and leadership play a key role in influencing employee engagement. Similarly, Vishnu Bharirath Shanbhag (2016) explored the real estate sector in Mumbai, identifying that leadership and communication significantly influence employee engagement and loyalty. He emphasized that not just the content, but also the quality and mode of information delivery by leadership plays a key role in how engaged employees feel. Effective communication, when tailored to employees' expectations, leads to higher levels of engagement and organizational loyalty. A comparative study by Mittal, Ella (2017) in the banking sector revealed that engagement levels vary across seniority levels, with senior employees being more engaged than middle and junior-level staff. This suggests that intangible organizational aspects can be more powerful in shaping employee experiences. Vinod K. Jain and Anu Singh Lather (2017) studied the psychological differences between engaged and disengaged employees. Their research pointed to clear personality and behavioral differences, with engaged employees being more emotionally stable and self-controlled. Lothila C.V. (2018) examined employee engagement within the IT sector in Kerala and advocated for viewing engagement not as a one-time program but as an ongoing strategy for achieving higher productivity. He found strong relationships between the three engagement dimensions vigor, dedication, and absorption and key work outcomes like job satisfaction and organizational commitment. Lastly, Nupur A. Veshne and Munshi M.M. (2012) emphasized the role of communication climate in private banks, noting that job satisfaction mediates the relationship between communication and engagement. Their findings revealed that transparency, information accessibility, and consistent communication strongly influence engagement.

Building on these insights, this study seeks to fill a gap in regional literature by analyzing employee engagement and its impact on work outcomes specifically within Saharanpur's industrial sector. The study aims to assess current engagement levels, explore associated factors such as work environment and motivation, and examine the relationship between engagement and productivity-related outcomes. Through this research, the study hopes to provide actionable insights and policy recommendations for enhancing employee engagement in regional industrial settings, thereby contributing to both employee well-being and organizational performance.

2. Research methodology

Sample

The population of the study comprised employees working in various industrial units located in Saharanpur, Uttar Pradesh. These included both small- and medium-scale manufacturing enterprises operating across different sectors such as textiles, plywood, steel, and agro-based industries. Industrial units and employees were selected for the study using a purposive sampling method. The sample size consisted of 100 respondents, 60 males and 40 females, ensuring representation across different job roles, departments, and organizational levels. The inclusion criteria required that respondents had at least 6 months of continuous employment in their respective organizations to ensure relevance and accuracy in

their responses.

Research Instrument

The primary instrument used for data collection in this study was a structured questionnaire. It was developed specifically to measure the key variables of interest—employee engagement, work outcomes, work environment, and salary/motivation/satisfaction—within the industrial workforce of Saharanpur. The questionnaire was designed based on a review of existing validated instruments used in similar studies and was adapted to suit the local context of industrial employees.

The use of a Likert scale allowed respondents to express the intensity of their agreement with each statement, making the data quantifiable and suitable for statistical analysis.

Procedure

The final questionnaire was distributed to 100 industrial employees across different manufacturing units in Saharanpur. The researcher explained the purpose of the study and provided brief instructions before distributing the questionnaire. Respondents were given adequate time to complete the questionnaire. All respondents were informed about the purpose of the study and assured of confidentiality and anonymity. Participation was entirely voluntary, and no personal identifiers were recorded. The study adhered to ethical guidelines ensuring informed consent and respect for participant privacy.

The collected data were analyzed using descriptive statistics such as frequency and percentage distribution to summarize the levels of engagement and outcomes across the sample. Further, Pearson correlation analysis was applied to test the relationships between employee engagement and the other variables, particularly work outcomes, environment, and satisfaction. The use of statistical software (such as SPSS or MS Excel) enabled accurate calculation and interpretation of correlations, helping to establish the strength and direction of associations among the variables.

The structured questionnaire served as an effective tool to systematically measure key constructs relevant to the study. The procedure ensured both methodological rigor and respondent comfort, leading to high-quality data that accurately reflect the engagement and performance dynamics of industrial employees in Saharanpur.

3. Result

3.1. Descriptive Statistics

This research findings presents a detailed analysis and interpretation of the data collected to examine employee engagement and its impact on work outcomes among employees in the industrial sector in Saharanpur. This section highlights the main findings, provides interpretation of statistical results, and presents conclusions based on the analysis. The study also explores how other influencing variables such as the work environment and salary, motivation, and satisfaction relate to both employee engagement and work outcomes.

The research adopted a quantitative method, using a Likert scale to gather responses. The results are organized into two main sections: descriptive statistics and correlation analysis, followed by a comprehensive conclusion.

Table 1: Table for frequency and percentage distribution

Domain	Number			Percentage (%)		
	Low	Moderate	High	Low	Moderate	High
Employee Engagement	4	82	14	4	82	14

Work Outcome	3	82	15	3	82	15
Work Environment	6	88	6	6	88	6
Salary, Motivation & Satisfaction	8	84	8	8	84	8

Employee Engagement

Employee engagement describes the level of emotional involvement and loyalty an employee demonstrates towards their work and organization. The findings revealed that:

The majority (82%) of employees exhibited moderate engagement, while 14% demonstrated high engagement, and a small minority (4%) showed low engagement.

This distribution indicates that a significant majority of employees are moderately engaged. While this reflects a generally positive workplace environment, the relatively low proportion of highly engaged employees raises concerns. A workforce with only 14% high engagement may face limitations in achieving peak performance or innovation. High engagement is associated with increased productivity, lower absenteeism, and improved employee morale. Therefore, these findings suggest a need for the industrial sector in Saharanpur to implement targeted interventions to elevate engagement from moderate to high.

Work Outcome

The term work outcome refers to the culmination of factors including task completion, quality of work, productivity, and goal attainment. The statistical breakdown showed:

82% of participants indicated moderate work outcomes., 15% reported high work outcomes, and a small portion, 3%, indicated low work performance.

This pattern mirrors the employee engagement results, suggesting a direct correlation between the two variables. The close percentages indicate that as engagement increases or decreases, so do the perceived work outcomes. Notably, the slightly higher percentage of high work outcomes (15%) compared to high engagement (12%) could point to employees who are able to maintain performance despite feeling only moderately engaged, possibly due to external motivation or performance monitoring mechanisms.

Work Environment

The work environment includes physical conditions, organizational culture, management style, and interpersonal relations within the workplace. The responses were as follows:

88% of employees perceived their work environment as moderate, 6% indicated a high-quality environment, and 6% rated it as poor.

The data suggests that the work environment in most industrial settings in Saharanpur is seen as adequate but not exceptional. The high concentration of moderate responses indicates that while employees are not significantly dissatisfied, they do not perceive their environment as highly supportive or motivating either. The small percentage of low ratings is encouraging, as it shows limited dissatisfaction; however, the lack of high ratings suggests that organizations may need to focus on improvements such as safety protocols, communication, and managerial support.

Salary, Motivation, and Satisfaction

This variable encompasses employees' perceptions regarding their financial rewards, recognition, opportunities for career advancement, and intrinsic motivation. The response distribution was:

84% moderate, 8% high, and 8% low.

This balanced spread shows that while the majority of employees feel moderately satisfied and motivated,

there is a segment 8% that feels undervalued or demotivated. The fact that only 8% feel highly satisfied indicates a limitation in the effectiveness of the current compensation and motivation strategies. For an industry to thrive, a well-compensated and motivated workforce is crucial. The presence of 8% low satisfaction should prompt organizational leaders to explore individual feedback and enhance retention strategies.

3.2. Inferential Statistics

To further understand the relationships between the constructs, a Pearson correlation analysis was conducted. Pearson's correlation coefficient (r) measures the linear relationship between two variables, ranging from -1 (perfect negative correlation) to +1 (perfect positive correlation). In this study, all correlations were positive, indicating that increases in one variable tend to be associated with increases in others.

The results of the correlation analysis are:

Table 2 : Table for Correlation between different variables

Correlation	Employee Engagement	Work Outcomes	Work Environment	Salary, motivation and satisfaction
Employee engagement	1	0.733	0.734	0.694
Workout comes	0.733	1	0.687	0.761
Work environment	0.734	0.687	1	0.751
Salary motivation and satisfaction	0.694	0.761	0.751	1

Employee Engagement and Work Outcome ($r = 0.733$): This strong positive correlation suggests that employees who are more engaged tend to have better work outcomes. Engagement likely fosters greater dedication, leading to improved performance and productivity.

Employee Engagement and Work Environment ($r = 0.734$): Another strong positive correlation, indicating that a supportive and positive work environment contributes significantly to employee engagement. This reinforces the idea that organizational culture and physical surroundings are crucial factors in motivating employees.

Employee Engagement and Salary, Motivation & Satisfaction ($r = 0.694$): Although slightly lower than the previous correlations, this still represents a strong positive relationship. Employees who are well-compensated and motivated are generally more engaged, emphasizing the importance of fair compensation and recognition systems.

Work Outcome and Work Environment ($r = 0.687$): A moderate to strong correlation suggests that better work environments contribute to improved outcomes. A comfortable, well-resourced environment can enable employees to perform their duties more effectively.

Work Outcome and Salary, Motivation & Satisfaction ($r = 0.761$): This is the highest correlation in the analysis, indicating a very strong relationship. Motivated and satisfied employees are more likely to produce higher-quality work and meet performance expectations. The finding underscores the strategic value of investing in employee satisfaction and well-being to enhance organizational performance.

Work Environment and Salary, Motivation & Satisfaction ($r = 0.751$): This strong correlation shows that the physical and social aspects of the workplace significantly influence how employees feel about their jobs and compensation. A healthy, inclusive environment can enhance job satisfaction and reinforce motivation.

These correlation values collectively indicate that the four constructs are highly interrelated. Improvement in one domain is likely to have a positive ripple effect on the others. For instance, enhancing the work environment may not only increase engagement but also improve work outcomes and satisfaction. Similarly, boosting motivation through rewards or recognition may directly contribute to both higher performance and a more engaged workforce.

4. Discussion

The aim of this research was to assess the level of employee engagement and its impact on work outcomes among employees working in the industrial sector in Saharanpur. The study also examined how other factors namely work environment, salary, motivation, and satisfaction influence employee engagement and performance.

The descriptive analysis revealed that the majority of respondents reported moderate levels of engagement, work outcomes, work environment satisfaction, and salary motivation. Only a small percentage of employees indicated high levels of engagement (12%) and work outcomes (15%). These figures suggest a workforce that is functional but not maximally motivated or committed, indicating potential areas for organizational improvement. These findings reinforce the idea that engaged employees tend to perform better, and that engagement is influenced by supportive environments and fair compensation.

The results of this study offer valuable insights specific to Saharanpur's industrial sector, which is characterized by small and medium-scale enterprises in manufacturing domains such as wood, metal, and textiles. In such settings, employee engagement is often not given the same strategic attention as in large corporate environments. This study makes it clear that engagement is just as critical in blue-collar and semi-skilled industrial settings as it is in white-collar sectors. The moderate level of work environment satisfaction also reflects common issues in industrial zones such as resource limitations, lack of safety, minimal employee development programs, and poor internal communication. These factors can restrict an employee's emotional connection with the organization and their drive to exceed performance expectations. Additionally, the data show that while salary and motivation have a positive impact on both engagement and work outcomes, their effect is somewhat limited by broader organizational conditions. Monetary rewards alone are insufficient unless coupled with recognition, career progression, and a supportive workplace culture.

This study contributes to the growing body of engagement research by extending it to a regional industrial context that is often overlooked. Unlike studies in IT, real estate, or banking, this research emphasizes engagement in labor-intensive and manufacturing settings, highlighting the universality of engagement as a predictor of work outcomes. The need for contextual adaptation of engagement strategies depending on industry and employee profile. The significance of environmental and organizational factors in industrial performance, reinforcing existing models that link engagement to organizational effectiveness.

The study also have some future scope like Incorporate a longitudinal approach to track changes in engagement and outcomes over time. Include qualitative interviews or focus groups to gain deeper insights into employee attitudes. Examine the role of leadership, job design, and communication practices more explicitly. Expand the geographic scope to compare industrial zones across different regions of India

In conclusion, employee engagement plays a pivotal role in shaping work outcomes in Saharanpur's industrial sector. While most employees are moderately engaged and moderately productive, stronger work environments, better motivation, and engagement-focused leadership could significantly improve organizational performance. These insights not only validate previous studies but also provide a context-specific roadmap for improving industrial workforce effectiveness through sustained employee engagement strategies.

5. Futuristic Approach

The current research on the association between work engagement, and work productivity of employees in the industrial sector lays a solid foundation for future studies. To further expand on the current research, it would be beneficial to incorporate additional variables, such as organizational culture and job involvement. Investigating the correlation between work-life balance and employee engagement could provide valuable insights. Moreover, a comparative analysis across different sectors could help identify variations in engagement drivers and work outcomes, enabling targeted interventions. To further expand on this topic, several potential research directions can be explored:

Investigating the mediating role of work-life balance in the relationship between work engagement and work productivity. A study on the influence of organizational culture on work engagement and productivity within the industrial sector. Comparing the effects of work engagement on work productivity across different industries or sectors. Exploring the role of employee well-being in the relationship between work engagement and work productivity. Developing and testing intervention aimed at enhancing work engagement and work productivity in the industrial sector.

By pursuing these research directions, future studies can provide a more comprehensive understanding of the complex relationships between work engagement, work-life balance, and work productivity, ultimately informing strategies to enhance organizational

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