

A Study on Employee Engagement and Productivity

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ABSTRACT

This paper studies the association between the level of engagement of the employees and productivity at Paper Industries. Employee engagement involves the commitment, motivation, and involvement of the employees towards the work and organizational goals. Engaged employees are instrumental in bringing about greater productivity and better performance for organizations. The present study is focused on identifying the determinants that affect employee engagement and its effect on productivity of employees. A descriptive research approach has been chosen in this study and the data has been gathered from 154 employees by means of a structured questionnaire. This research is centered around some important factors like training and development, communication, teamwork, work-life balance, leadership support, and recognition. It has been found that there exists a positive relationship between employee engagement and productivity. Employees who get the necessary support, training, and recognition manage to do their job more efficiently and are able to make valuable contributions to the organizational goals.

Keywords – Training and Development, Communication, Work Life Balance, Teamwork, Work Efficiency.

INTRODUCTION

Background of the Study

Employee engagement is a vital aspect of the success and growth of an organization. It is defined as the extent of commitment and involvement of employees towards work and organizational objectives. Employees that are engaged are usually motivated, happy, and willing to work extra hard, resulting in increased productivity and performance of the organization. Productivity can be considered as one of the measures of employee effectiveness and efficiency to help them achieve organizational objectives. There are many factors that affect productivity such as training and development, communication, teamwork, leadership support, recognition, and work-life balance. These factors make employees productive and help them to contribute positively to the organization. Paper Industries is among the leading manufacturers of paper in India, famous for its sustainable practices and employee-oriented work environment. Therefore, it is important to know about the relationship between employee engagement and productivity to be able to maintain performance and achieve organizational objectives.

REVIEW OF LITERATURE

Ravikumar, R. N., Aarthi, S., Ruzimova, F., & Mamadiyarov, Z. (2026) AI has a lot of benefits in terms of education with personalized learning, intelligent tutoring systems, and automated assessment. Some issues like inadequate budget allocation, poor technological skills of teachers, and reluctance towards technology may limit its use in education. The literature stresses the role of collaboration between educational organizations, technology firms, and government for successful AI integration into educational processes. It is evident from research findings that AI improves learning outcomes and ensures lifelong learning. **Prosper, P., Matoka, C., & Ngirwa, C. C. (2025)**. This research investigated the influence of training and development on work engagement and service quality by healthcare professionals working in rural public health facilities in

Tanzania. From an analysis of the survey data using PLS-SEM, the results show that training and development have a positive effect on work engagement and service quality. In addition, work engagement partially mediates the influence of training and development on service quality. **Thapliyal, K., Thapliyal, M., & Thapliyal, D. (2024)**. This research aimed at examining the effects of social media on health communication, specifically the contribution of social media to public health and well-being. Results show that social media sites such as Facebook, Instagram, and Twitter are good mediums to use in order to communicate about health, facilitate community involvement, and educate people in regard to health communication and crisis communication. **Meirinhos, G., Cardoso, A., Neves, M., Silva, R., & Rêgo, R. (2023)**. The research focused on the analysis of leadership and communication styles of organizations based in Angola and the effect of these styles on organizational performance. Through the use of survey data collected from 227 managers, the results indicate that transformational leadership style is the most common type of leadership style and it has a positive relationship with organizational performance. **Waworuntu, E. C., Kainde, S. J., & Mandagi, D. W. (2022)**. Systematic literature review on the impacts of work-life balance and job satisfaction on the performance of Millennials and Generation Z employees was conducted. The results showed that both work-life balance and job satisfaction have positive effects on employee performance. According to the literature review, younger workers prefer supportive working environment, career development prospects, flexibility at workplace, paid annual leaves and possibility to work remotely, which helps achieve greater job satisfaction, work-life balance and performance. **Oktafien, S., Santoso, A. B., & Azali, M. (2021)**. Effect of Work-Life Balance on Performance of Employees was researched by PT Vegatyan Inti Prakasa. The research employed the technique of regression analysis and the results indicated that there exists a significant impact of work-life balance on the performance of the employees. It can be seen that the employees that have work-life balance show high performance. **Ali, B. J., & Anwar, G. (2021)**. The current research paper analyzed the issues related to the level of job satisfaction and motivation of employees, and how the organizational culture affects the performance of employees. The results indicated that high levels of job satisfaction among employees are vital for improving productivity, quality, responsiveness, and services recognition. Effective communication and good relations between employees and management are organizational assets contributing to their motivation and job satisfaction. **Rusakova, T., Muss, G., Miroshnikova, D., & Sharycheva, M. (2020)**. Team orientation was the critical competency analyzed in relation to enhancing organizational effectiveness. The results of the analysis revealed that team working skills such as communication, collaboration, trust, giving and receiving feedback, and goal alignment can effectively be built via training at an organization level. The paper emphasizes the role of internal training in building teamwork, interaction, and cooperation among employees. **Davidescu, A. A., Apostu, S. A., Paul, A., & Casuneanu, I. (2020)**. This paper investigated the significance of sustainable HRM by considering the factors such as development of employees, flexible work environment, job satisfaction, and job performance of Romanian employees. It was found out that flexible work environment, especially the partial home working scheme, had a positive impact on the factors such as job satisfaction, motivation, professional development, and organizational performance. The paper made a conclusion that both employee development and flexible working time and space should be used to increase employee satisfaction.

Research Gap

Employee engagement has been studied extensively due to its considerable effect on employee performance, satisfaction, commitment, and organizational success. Earlier research works have identified several factors that significantly contribute to employee engagement. These factors include training and development, communication, leadership, work-life balance, teamwork, and recognition processes among others. Most of these studies have been conducted in different industries including healthcare, education, and the banking sector. There is a need to conduct more research on the relationship between employee engagement and productivity in the Indian paper manufacturing industry.

The review of existing literature revealed that there is limited information on the relationship between employee engagement and productivity in the Indian paper manufacturing industry. Previous studies have focused on understanding employee engagement and its effect on different aspects of performance. However, there is a lack of research on the combined effect of factors that influence employee engagement on employee productivity. Most of the previous studies have been done on other areas of India. Few studies have been

conducted at Paper Industries, and even fewer examine the employees' perception of employee engagement drivers such as training, communication, leadership, recognition, work-life balance, and teamwork.

Thus, this study focuses on providing more information on the relationship between employee engagement and employee productivity at Paper Industries. It highlights the major factors that contribute to employee engagement at Paper Industries, and their effect on employee productivity. The study will provide a broader understanding of human resource management in the Indian paper manufacturing industry. This study's findings will reveal the key drivers of employee engagement that should be emphasized to boost employee productivity in Paper Industries. Additionally, the results will add to the existing body of knowledge on employee engagement and its effect on various sectors.

Objectives Of The Study

The purpose of study on employee engagement and employee productivity of Paper Industries is to examine the extent of employee engagement of Paper Industries employees. Therefore, the first aim of the study is to determine the level of employee engagement. In addition, the study will identify key influencers of employee engagement and examine employees' perception towards engagement initiatives undertaken by Paper Industries.

In addition, the study will evaluate the relationship between employee engagement and job satisfaction. Thus, the purpose of the study is to establish how employee engagement may improve productivity and work satisfaction of Paper Industries employees.

RESEARCH METHODOLOGY

Research methodology refers to a systematic manner of conducting research. It is a set of guidelines that must be followed in order to achieve the objectives of research. Research methodology is important because it helps in attaining accurate results and analyzing them. In this research report, 'A Study on Employee Engagement and Productivity in Paper Industries', descriptive research design was adopted in order to determine the relationship between employee engagement and employee productivity. The convenience sampling technique was used in the process of collecting data from the employees of Paper Industries. Data collected from one hundred and fifty-four (154) respondents working in different departments of Paper Industries were used for the purpose of this study. In order to gather relevant information Pertaining to the research topic, both primary and secondary data were used. The primary data were collected using a questionnaire while secondary data were gathered from books, journals, websites, research papers, and company files. The questionnaire comprised of both demographic questions and statements scored on a five-point Likert scale and was used to collect responses from the employees of Paper Industries. Percentage analysis, reliability analysis, chi-square test, and multiple regression analysis were some of the statistical tools used in this study. The analysis was done in order to establish the relationship between employee engagement and employee productivity and come up with relevant conclusions.

Data Analysis And Interpretation

Demographic Profile of Respondents

Summarizes the demographic profile of 154 respondents participating in the study

Demographic	High Responses	Frequency (N)	Percentage (%)
Age	18-24	73	47.4
Gender	Male	103	66.9
Qualification	Postgraduate	47	30.5

Experience	Less than 1 year	68	44.2
Job position	Entry-Level Employee	76	49.4
Monthly Income	Below ₹20,000	53	34.4

Interpretation: The general tendency of the population studied is demonstrated by the fact that almost half of the participants (47.4%) are aged 18–24, and the significant majority of the respondents are male (66.9%). Furthermore, most participants are postgraduates (30.5%) with less than 1 year of experience and working in entry-level positions (49.4%). Finally, 34.4% of the respondents have an income below ₹20000. Thus, it can be concluded that the present research predominantly includes young and inexperienced workers with a low income

Correlation Analysis: Training And Development And Work Efficiency

HO = There is no relationship between the training development and work efficiency

H1 = There is an relationship between the training development and work efficiency

Correlations

		The training programs are relevant to my job responsibilities	I can complete tasks with minimal errors
The training programs are relevant to my job responsibilities	Pearson Correlation	1	.333 ^{***}
	Sig. (2-tailed)		<.001
	N	154	154
I can complete tasks with minimal errors	Pearson Correlation	.333 ^{***}	1
	Sig. (2-tailed)	<.001	
	N	154	154

Interpretation

The Pearson correlation between the relevance of training programs to the task and the number of mistakes made by the employee while performing their task was positive and significant ($r = 0.333$, $p < 0.001$, $N = 154$). Thus, the study suggests that employees who believe that training programs are relevant to their tasks are less likely to make mistakes while performing these tasks. Therefore, there is a positive link between the relevance of training programs and employee performance.

Regression Analysis: Work-Life Balance And Overall Employee Engagement

H0 – There is no impact of work life balance on overall employee engagement

H1 – There is an impact of work life balance on overall employee engagement

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.419 ^a	.176	.170	.768

a. Predictors: (Constant), TNPL supports employees in balancing work and personal life.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.096	1	19.096	32.409	<.001 ^b
	Residual	89.560	152	.589		
	Total	108.656	153			

a. Dependent Variable: I feel motivated to give my best at work.

b. Predictors: (Constant), TNPL supports employees in balancing work and personal life.

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.077	.322		6.451	<.001
	TNPL supports employees in balancing work and personal life.	.457	.080	.419	5.693	<.001

a. Dependent Variable: I feel motivated to give my best at work.

Interpretation

The simple linear regression analysis was performed to assess the impact of PAPER INDUSTRIES 's support in balancing work and personal life on the employees' motivation to give their best at work. The model was found to be significant ($F = 32.409$, $p < 0.001$), which means that the independent variable significantly predicts the dependent variable. In other words, the work-life balance support has a positive effect on the motivation to give one's best at work. The model explains 17.6% of the variances in the motivation ($R^2 = 0.176$), with a positive relationship ($R = 0.419$). Specifically, the regression coefficient ($\beta = 0.419$, $B = 0.457$, $p < 0.001$) indicates that for every one unit increase in the organizational support in balancing work and personal life, the employee's motivation to give their best at work increases by 0.43. Thus, the regression analysis revealed that Paper Industries 's support in balancing work and personal life significantly and positively affects the motivation of its employees.

Chi-Square: Years Of Experience And Employee Engagement

Ho - There is no association between the years of experience and employee engagement

H1 – There is an association between the years of experience and employee engagement

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
YEARS OF EXPERIENCE * I am proud to work at TNPL.	154	100.0%	0	0.0%	154	100.0%

Chi-Square Tests

	Value	df	Asymptotic Significance (2- sided)
Pearson Chi-Square	16.795 ^a	16	.399
Likelihood Ratio	16.405	16	.425
Linear-by-Linear Association	1.580	1	.209
N of Valid Cases	154		

a. 12 cells (48.0%) have expected count less than 5. The minimum expected count is .11.

Interpretation

The Chi-Square test was conducted to examine the association between years of experience and employees' pride in working at Paper Industries. The results indicate that the relationship is not statistically significant ($\chi^2 = 16.795$, $df = 16$, $p = 0.399$), as the p-value is greater than the 0.05 significance level. Therefore, the null hypothesis is accepted, indicating that there is no significant association between employees' years of experience and their pride in working at Paper Industries. This suggests that employees' sense of pride in the organization is similar regardless of their level of work experience.

DISCUSSION

The results of the study illustrate that employee engagement has a great influence on improving the level of employee productivity at Paper Industries. Most of the respondents indicate that they are satisfied with the provided training and development, communication, leadership, teamwork, and recognition practices. These engagement factors have improved the level of employee motivation, job satisfaction, and work performance. Moreover, the results prove that employee engagement is positively related to the level of employee productivity. In other words, the more engaged employees are, the better performance outcomes they bring to the organization. It can be concluded that the majority of employees are motivated and satisfied with their current experience at Paper Industries, which leads to an increase in their overall productivity.

Managerial Implications

The results of this study offer essential recommendations for managing Paper Industries and improving employee engagement and performance. The results showed that training and development, communication, leadership, teamwork, recognition, and work/life balance can affect employees' performance. Therefore, the management should invest more effort in engagement activities, such as training and development, feedback collection, and recognition, to improve performance. In addition, creating favorable conditions for communication, collaboration, and decision-making will increase employees' motivation and commitment to the Paper Industries. As a result, it will be possible to improve performance, reduce turnover, and ensure sustainable development and growth of the organization. Moreover, the results of this research can help HR managers develop policies influencing employee engagement and performance, promoting a motivated and committed workforce.

LIMITATIONS

There are a few limitations in this study that need to be mentioned. First of all, the pool of respondents is small; the sample was selected from among only 154 employees of Paper Industries. Hence, the results of the study cannot claim to reflect the opinion of Paper Industries' employees accurately, nor can they be generalized to other organizations. Additionally, the study relies heavily on a questionnaire as an instrument, thus making it vulnerable to biases and subjective assumptions. Furthermore, due to the nature of the study's design, it lacks longitudinal analysis; it represents a cross-sectional view of the situation. And finally, the research is limited in scope, focusing only on the issue of employee engagement and productivity without considering additional factors that may affect them.

CONCLUSION

The study concludes that employee engagement has a significant impact on employee productivity in Paper Industries. The results of the study indicate that elements such as training and development, communication, leadership, teamwork, recognition, and work-life balance significantly contribute to employees' motivation, commitment, and productivity. In addition, the study established a positive correlation between employee engagement and productivity in Paper Industries. Therefore, for employees to be motivated to increase their productivity, Paper Industries should continuously develop and reinforce employee engagement initiatives. In conclusion, the study highlights the need to increase employee engagement in Paper Industries to ensure higher employee productivity.

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