

Impact of Employee Engagement at Jyes Projects, Chennai

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Abstract

This study analyzes employee engagement at JYES Projects, Chennai. It focuses on factors influencing motivation, work environment perception, workplace challenges, and communication. Data was collected from 80 employees using a questionnaire and analyzed using factor analysis, one sample t-test, chi-square test, and correlation analysis. The results show that employees have a positive perception of their work environment and organizational support. There is a significant relationship between workplace challenges and employee engagement, and communication plays a key role in improving engagement. The study concludes that better communication, support, and recognition can enhance employee engagement and overall organizational performance.

Keywords: Communication, Employee Engagement, Employee Motivation, Organizational Performance, Organizational Support, Work Environment.

Introduction

Employee engagement is an important concept in human resource management that focuses on the emotional commitment and involvement of employees toward their organization and its goals. Engaged employees are more motivated, productive, and dedicated to their work, which contributes to the overall success and growth of the organization. In industries like construction, where teamwork, coordination, and timely completion of projects are crucial, employee engagement plays a vital role in maintaining efficiency and improving work performance.

Literature Review

Shahrizal Mohd Safri, Muhammad Amiruddin Azizi Salleh, Muhammad Syafiq Mohd Salleh (2025) This research seeks to explore the relationship between employee engagement and overall business performance. Specifically, it investigates the key factors that influence employee engagement and how these, in turn, correlate with organizational success.

Badie Alhmoud, Omar Al-Kasasbeh, (2024) This multidimensional literature review explores the complex interplay between leadership styles, employee engagement, and organizational performance, providing a comprehensive analysis across various sectors such as healthcare, education, IT, and non-profits.

Asma Bano, Dr. Ayesha Khatun, Dr. Dinesh Kumar (2024) Employee engagement is the need of the hour for any organization. Organizational performance is interred linked with employees' performance. Indeed Employee Engagement is proven to be the predictor of organizational performance from various studies and Employee performance is being impacted by drivers of employee engagement.

Nuzatul Shima Sulaiman, Zulhamri Abdullah, Nurafiq Inani Man (2023) This paper aims to develop an integrative conceptual framework for studying employee communication and engagement effectiveness on organisational performance.

Aasia Yousf and Shabana Khurshid (2024) Employer branding has fascinated human resources (HR) managers and establishments over the last two decades. This is attributed to its practical business implications and being a strong predictor of many favourable organizational outcomes.

Berislav Andrić, Kankanamge Gayan Priyashantha and Adambarage Chamaru De Alwis (2023) The COVID-19 outbreak resulted in protracted lockdowns, causing businesses to reconsider keeping their operations running smoothly without interruption. Employee engagement has played a critical role in achieving this.

Andi Muhammad Sabilillah Tahir (2023)

The purpose of this scientific article is to show that toxic environments are related to employee engagement and employee loyalty. The existing problems are based on existing literature reviews and are later presented from scientific articles. Nurul Imani Kurniawati, Edy Raharja (2022) The study used a systematic literature review (SLR) to understand the factors affecting organizational performance and employee engagement from some literature published in databases of well-known journals such as Emerald, Wiley, Scopus, SAGE, and Google Scholar from 2010 to 2022.

Grace Scott, Anne Hogden, Robyn Taylor And Emily Mauldon (2022) Health service administrators are continually investigating new ways to improve the safety and quality of health services. A positive and powerful relationship between employee engagement and patient safety has been suggested in the research literature, and steps can be taken by employers to enhance engagement to improve the safety of health services, particularly considering the coronavirus disease 2019 (COVID-19) pandemic.

Primadi Candra Susanto, Ni Nyoman Sawitri (2022) Employee engagement has been widely discussed in the study of human resource management in an effort to reduce turnover rates in a company.

Research Gap

Although several studies have been conducted on employee engagement, limited research has focused specifically on the construction industry, where employees work under challenging conditions such as workload pressure, tight deadlines, and physically demanding environments. Most previous studies mainly concentrated on sectors like IT, banking, and manufacturing, while the engagement level of construction employees has received less attention. In addition, earlier research has not sufficiently examined the combined influence of factors such as work environment, organizational support, communication, and workplace challenges on employee engagement in

construction organizations. Therefore, this study attempts to fill this gap by analyzing the factors influencing employee engagement among construction employees and understanding how communication and organizational support contribute to improving engagement levels.

Research Methodology

This study adopts a descriptive research design to analyze employee engagement at JYES Projects. Both primary and secondary data were used. Primary data was collected through a structured questionnaire from 80 employees, while secondary data was obtained from books, journals, and company records. The study used convenience sampling for selecting respondents. Statistical tools such as factor analysis, one sample t-test, chi- square test, and correlation analysis were applied to analyze the data. The research was conducted over a period of three months, and the findings are based on the collected responses.

Objectives

- To evaluate the factors that motivate employees to stay engaged in their work.
- To understand employee perceptions about their work environment and organizational support.

Limitations

- The sample size of respondents may be limited due to time constraints.
- The study mainly depends on the responses provided by employees through questionnaires and interactions.
- Some employees may hesitate to share their true opinions or experiences.

Data Analysis and Interpretation

Factor Analysis

Factor analysis is a statistical technique used to identify underlying patterns or hidden factors among a large set of variables. It helps in reducing a large number of related variables into a smaller number of meaningful groups based on their relationships. In research, especially in studies like employee engagement, many questionnaire items may measure similar concepts such as motivation, work environment, or organizational support.

Rotated Component Matrix^a		
	Components	
	Workplace Motivation Factors	Career Growth Factors
Training & Development	.790	
Supervisor Support	.742	
Job Security	.738	
Job Challenge	.681	
Work Environment	.669	
Recognition & Appreciation	.568	.505
Career Growth & Promotion		.883
Compensation & Benefits		.643
KMO		.812

Approx Chi Square		261.203
Df		28
sig		.000

Source: Primary Data

The factor analysis results show that the data is suitable for analysis, as the KMO value (0.812) indicates good sampling adequacy and Bartlett's test is significant ($p < 0.001$). The analysis grouped the variables into two main factors, with all items having strong loadings above 0.5. This means the variables are well-related and form meaningful groups. The Varimax rotation confirms a stable and reliable factor structure.

One Sample t-Test

A One Sample t-test is a statistical method used to determine whether the mean value of a sample is significantly different from a known or hypothesized population mean. It is commonly used when a researcher wants to test whether the average response (for example, employee perception or satisfaction level) differs from a specific benchmark value, such as a neutral point on a Likert scale.

One-Sample Test					
	Test Value = 3				
	t	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
				Lower	Upper
Workplace Safety	8.647	.000	.913	.70	1.12
Management Support	11.453	.000	.987	.82	1.16
Physical Work Conditions	9.937	.000	1.000	.80	1.20
Employee Welfare	11.945	.000	1.088	.91	1.27
Team Support	9.691	.000	1.013	.80	1.22
Resource Availability	12.105	.000	1.063	.89	1.24
Employee Recognition	10.524	.000	1.025	.83	1.22
Organizational Culture	12.864	.000	1.237	1.05	1.43

Source: Primary Data

The One Sample t-test results show that all variables (EO1 to EO8) have mean values above 3, indicating a positive perception among employees. All results are statistically significant ($p < 0.001$), meaning the differences are not due to chance. The positive mean differences and large effect sizes confirm that employees' perceptions are significantly higher than the neutral level.

Findings

1. The majority of respondents were male employees (68.8%), while female employees accounted for only 31.3%, showing that the workforce is male-dominated, which is common in the construction sector.
2. Most respondents belonged to the age group of 20–30 years (35%) followed by 31–40 years (32.5%), indicating that the organization mainly consists of young and middle-aged employees.

3. A large number of respondents were degree holders (57.5%), showing that the workforce is reasonably well educated and capable of handling professional responsibilities effectively.
4. The department-wise analysis revealed that the majority of employees belonged to the “Others” category (55%), followed by Site Engineers (17.5%), indicating strong representation from operational and field-level roles.
5. Most employees had 2–3 years of work experience (35%), followed by 1–2 years (31.3%), showing that the workforce is largely composed of early-career employees.
6. Factor analysis confirmed that there are significant underlying factors influencing employee engagement. The KMO value of 0.812 and significant Bartlett’s Test ($p < 0.001$) proved the suitability of the data for analysis.
7. The One Sample t-test showed that employees have a positive perception of their work environment and organizational support, as all mean values were above the neutral value of 3 and all p-values were significant ($p < 0.001$).

Suggestions

1. The company should improve employee engagement programs such as recognition systems, rewards, and appreciation initiatives to motivate employees.
2. Management should strengthen communication channels between employees and supervisors to improve trust, clarity, and workplace relationships.
3. Special attention should be given to female employee participation by creating a more inclusive and supportive work environment.
4. Since most employees are young and less experienced, regular training and development programs should be conducted to improve their skills and confidence.
5. Career growth opportunities and promotion policies should be made transparent to improve long-term employee commitment.
6. The company should focus on reducing workplace stress and operational challenges by improving working conditions and providing better support systems.
7. Employee feedback mechanisms such as surveys and suggestion systems should be introduced regularly to understand employee concerns and improve satisfaction.
8. Leadership should focus on building a positive organizational culture that supports teamwork, fairness, and employee well-being.

Conclusion

The study concludes that employee engagement plays a very important role in improving employee satisfaction, productivity, and organizational performance in the construction industry. The findings reveal that employees generally have a positive perception of their work environment and organizational support. Statistical tools such as factor analysis, One Sample t-test, Chi-square test, and correlation analysis confirmed that communication, workplace support, and identified challenges significantly influence employee engagement. Since the majority of employees are young and early in their careers, the organization has a strong opportunity to improve long-term engagement through better communication, training, recognition, and supportive leadership. By implementing effective employee engagement strategies, the company can improve employee retention, performance, and overall organizational success. Therefore, employee engagement should be considered a key priority for sustainable growth and development.

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