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# An Analytical Study of Employee Engagement Using Feedback Insights at Clovion Tech Solution Private Limited, Azhagamandapam

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## Abstract

*This study undertakes an analytical examination of employee engagement using feedback insights at Clovion Tech Solution Private Limited, Azhagamandapam. The study covers a period of three months from January 2026 to April 2026, using primary data collected through structured questionnaires from 70 respondents selected via simple random sampling. A descriptive research design has been adopted. Statistical tools including Factor Analysis, Regression Analysis, Correlation Analysis, and Trend Analysis are employed for data analysis. The findings reveal that employee engagement at Clovion Tech Solutions is moderately influenced by key organizational factors. Recognition and work environment emerged as the most significant drivers of engagement. Factor analysis identified three key dimensions: Organizational Support and Engagement, Employee Engagement and Development, and Employee Satisfaction and Organizational Commitment. Correlation analysis confirmed significant positive relationships between leadership, work environment, training, recognition, and employee engagement. The study highlights the need for systematic recognition programs, consistent feedback mechanisms, and a positive work culture to strengthen employee engagement.*

**Keywords:** Correlation Analysis, Employee Engagement, Factor Analysis, Feedback Insights, Organizational Commitment, Regression Analysis, Recognition, Work Environment.

## Introduction

Employee engagement is a human resources (HR) concept that describes the level of enthusiasm and dedication a worker feels toward their job. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference. A definition of employee engagement is how much an employee is committed to helping their organization achieve

its goals. It is demonstrated by how employees think, feel, and act, as well as the emotional connection employees feel towards their organization, their work, and their team.

Employee engagement can have an impact on improving performance and can provide financial support for a company. Involved employees tend to do more hard work, are more loyal to the company, and have a positive influence on organizational success. Communication is a critical part of creating and maintaining employee engagement. While it has its detractors, mostly based on how difficult it can be to measure, employee engagement has been found to have direct links to a company's profitability and financial health.

Clovion Tech Solutions Private Limited is a growing IT company established in 2022, located at Azhagiyamandapam Junction, Kanyakumari, providing Information Technology services and solutions. In Clovion Tech Solutions Pvt. Ltd., the employee engagement analysis was carried out to understand how engagement levels influence team performance and overall organizational success. The company focuses on delivering reliable and innovative IT solutions while creating a professional and growth-oriented work environment. This study undertakes a structured analysis of employee engagement using feedback insights over a three-month period, using multiple analytical tools to assess the key factors influencing engagement.

## Literature Review

Rustina & Dermawan (2025) analyzed the effect of job satisfaction and employee engagement on employee performance among employees of a shipping agent in East Java. Using Smart PLS 4, they found that job satisfaction and employee engagement have a positive and significant effect on employee performance. Work motivation directly has a positive effect on performance, though it does not act as a mediating variable between job satisfaction, employee engagement, and performance.

Singh & Khan (2025) provided a comprehensive bibliometric analysis of employee engagement research using the SPAR-4-SLR framework. Their study identified key trends including leadership, HRM practices, technology, performance, turnover intention, and work-life balance as dominant themes. They emphasized that exploring cross-cultural perspectives and sustainability contributes significantly to the field.

Fatima, Arshad & Ashraf (2024) conducted a systematic review of twenty studies examining remote work and employee engagement in global businesses. They found that while remote work can improve output and communication, its effects on engagement vary depending on organizational support, communication styles, individual characteristics, and work-life balance.

Suwarno et al. (2023) studied perceived organizational support and work engagement toward employee performance, mediated by motivation, at PT. Pos Indonesia. Results indicated that work engagement has a positive and significant effect on motivation, while motivation significantly mediates work engagement on performance.

Aziez (2022) explored the effect of employee engagement on employee performance with job satisfaction and compensation as mediating variables through a qualitative literature review approach. The study concluded that employee engagement has a significant effect on job satisfaction, compensation, and employee performance.

Katili, Wibowo & Akbar (2021) demonstrated that leadership styles and work-life balance positively influence employee engagement, and employee engagement plays a significant mediating role in their effect on employee performance. Their findings suggest that leaders who stimulate innovation motivate followers and improve organizational performance.

Prasetya (2021) found a positive and significant influence of organizational culture and internal communications on millennial employee engagement. The study highlighted that when

employees feel the efforts made by the company for them, they reciprocate with higher engagement levels.

Riyanto, Endri & Herlisha (2021) recommended that companies increase employee motivation to enhance engagement, generate feedback, and develop performance improvement plans to help employees maximize their potential. Active employee involvement needs to be encouraged to achieve high engagement.

Puspita, Nugroho & Banun (2020) concluded that organizational culture and work engagement, mediated by employee loyalty, have a significant effect on employee performance. They emphasized that implementing a positive and strong organizational culture increases employee performance.

Govender & Bussin (2020) showed that a relationship exists between performance management and employee engagement, and that a greater level of employee engagement results in increased performance. They stressed that managing performance should be a continuous process of learning, feedback, action, and engagement embedded in company culture.

### **Research Gap**

Based on the review of previous studies, many researchers have examined the relationship between employee engagement, organizational culture, leadership, job satisfaction, and employee performance. However, most studies have been conducted in large or multinational organizations, and limited research exists on employee engagement in small IT firms in Tier-III cities. Some studies show mixed results regarding the direct impact of employee engagement on performance. Therefore, the present study aims to examine the engagement levels specifically at Clovion Tech Solutions, Azhagamandapuram, and provide deeper insights for IT organizations operating in similar contexts.

### **Research Methodology**

The study adopts a descriptive research design aimed at systematically evaluating the employee engagement levels at Clovion Tech Solution Private Limited. The title of the study is 'An Analytical Study of Employee Engagement Using Feedback Insights at Clovion Tech Solution Private Limited, Azhagamandapuram'. The study covered a period of three months from 7th January 2026 to 6th April 2026.

Primary data was collected directly from employees through structured questionnaires. Secondary data was gathered from books, research journals, company reports, and online sources. The population of the study consists of 85 employees at the organization. The sample size was determined using the Yamane formula:

$$n = N / (1 + N(e)^2)$$

Where

$$N = 85 \text{ and } e = 0.05, n \approx 70$$

The calculated sample size is approximately 70 respondents. Simple random sampling was used to ensure each member of the population had an equal chance of selection. The main purpose of the study is to understand the current level of employee engagement and identify the factors that influence it, such as job satisfaction, leadership support, recognition, communication, teamwork, work culture, and work-life balance. To achieve the objectives of the study, both primary and secondary data were used. Primary data was collected directly from employees through questionnaires, personal interviews, and observation methods to understand their opinions and experiences regarding employee engagement. Secondary data was collected from books, journals, company records, websites, and online articles to support the research.

The study follows a descriptive research design, as it mainly focuses on describing and analysing employee feedback and engagement levels within the organization. The total population of the Statistical tools used include Factor Analysis, Regression Analysis, Correlation Analysis, and Trend Analysis, all computed using SPSS. These tools collectively assess the key dimensions of employee engagement, including leadership, work environment, training and development, and recognition and rewards.

### Objectives of the Study

1. To identify the key factors influencing employee engagement based on employee feedback.
2. To analyse the relationship between leadership, work environment, training, recognition, and employee engagement.

### Limitations of the Study

- The study is limited to a small sample size of 85 employees, which may not fully represent the views of all employees in the organization.
- The data collected is based on employee feedback and personal opinions, which may be biased or subjective, affecting the accuracy of the results.

### Analysis of Employee Engagement

The demographic profile of the respondents gives a clear understanding of Yamane's Formula, which resulted in 70 respondents. A Simple Random Sampling technique was used to select the respondents, ensuring that every employee had an equal chance of being selected for the study. This method helped in reducing bias and improving the reliability of the research findings classification shows that female respondents are higher in number, with 65.7% (46 respondents), while male respondents account for 34.3% (24 respondents). This means that the opinions collected in the study are largely influenced by female employees, though male employees also contributed valuable responses. The age-wise classification reveals that most of the respondents are below 25 years of age, making up 67.1% (47 respondents) of the sample. Employees in the age group of 26–30 years account for 20% (14 respondents), while 10% (7 respondents) belong to the 31–35 age group and only 2.9% (2 respondents) are above 35 years. This shows that the organization mainly consists of younger employees, and the findings of the study mostly reflect their views and experiences. In terms of educational qualification, the majority of respondents are postgraduates, representing 70% (49 respondents), followed by undergraduates at 25.7% (18 respondents), while only 4.3% (3 respondents) hold diplomas. This indicates that the employees in the organization are well educated, which adds value and reliability to the responses collected.

The experience level of employees shows that 50% (35 respondents) have less than one year of experience, while 34.3% (24 respondents) have 1–3 years of experience. A smaller number of employees have 3–5 years of experience (11.4%) and above 5 years of experience (4.3%). This suggests that most employees are relatively new to the organization and are in the early stage of their careers. The recommendation analysis indicates that 44.3% (31 respondents) are neutral about recommending the organization to others, while 40% (28 respondents) are likely to recommend it and 14.3% (10 respondents) are very likely to do so. Only one respondent (1.4%) expressed an unwillingness to recommend the company. This shows that employees generally have a positive opinion about the organization, but there is still room to improve employee satisfaction and loyalty. The collaboration analysis reveals that 50% (35 respondents) feel that collaboration happens frequently within the organization, while 32.9% (23 respondents) say it occurs occasionally. Only a small percentage reported that collaboration happens either rarely or always.

This suggests that teamwork and cooperation are present in the organization, although consistency can be improved further. Similarly, the teamwork analysis shows that most respondents rate teamwork as average (44.3%) or good (35.7%), while 14.3% feel teamwork is excellent. Very few respondents rated teamwork as fair or poor, which indicates that employees are generally satisfied with the level of teamwork in the organization. Finally, the feedback analysis shows that most employees (58.6%) receive feedback on a monthly basis, while others receive it quarterly, half yearly, or yearly. This indicates that the organization maintains regular communication and performance discussions with employees, although a more consistent feedback system could further improve employee engagement and performance.

### Factor Analysis

Factor analysis was conducted to identify the underlying dimensions influencing employee engagement. The Kaiser-Meyer- Olkin (KMO) measure was found to be 0.720, indicating that the sample is adequate for factor analysis. Bartlett’s Test of Sphericity (Chi-square = 520.729, df = 190, p = 0.000) is statistically significant, confirming the suitability of the data.

**Table 5.9 Rotated Component Matrix**

Variables	Organizational Support and Engagement	Employee Engagement and Development	Employee Satisfaction and Organizational Commitment
Work Appreciation	0.723		
Work Environment	0.683		
Training Programs	0.628		
Resource Availability	0.593		
Fair Recognition	0.585		
Commitment	0.582		
Support		0.714	
Emotional Connection		0.706	
Skill Development		0.639	
Rewards & Incentive		0.632	
Work Culture		0.552	
Leadership Guidance		0.502	
Career Growth			0.729
Work Life Balance			0.714
Organizational Pride			0.639
Recognition			0.554
Employee Values			0.542
KMO	0.720		
Approx Chi Square	520.729		
df	190		
Sig.	0.000		

Source: Primary Data.

**Extraction Method: Principal Component Analysis**

**Rotation Method:** Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

The three factors extracted are: Factor 1 – Organizational Support and Engagement; Factor 2 – Employee Engagement and Development; Factor 3 – Employee Satisfaction and Organizational Commitment.

The first factor showed high loadings on Work Appreciation, Work Environment, Training Programs, Resource Availability, Fair Recognition, and Commitment, representing organizational support and employee engagement. The second factor had strong loadings on Support, Emotional Connection, Skill Development, Rewards and Incentives, Work Culture, and Leadership Guidance, indicating a focus on employee engagement and development. The third factor included Career Growth, Work-Life Balance, Organizational Pride, Recognition, and Employee Values, reflecting employee satisfaction and organizational commitment.

**Regression Analysis**

Regression analysis is a statistical technique used to examine the relationship between one dependent variable and one or more independent variables. It helps researchers understand how changes in independent variables influence the dependent variable and is widely used for prediction and decision-making. The formula of regression analysis is

$$Y = a + bX,$$

Where

Y = Dependent Variable ,

X = Independent Variable,

a = Constant or Intercept,

b = Regression Coefficient,

bX = Effect of the independent variable on the dependent variable

**Table 5.10 Regression Analysis**

Model	B	Std. Error	Beta	t	Sig.
(Constant)	4.181	1.625		2.573	.012
Training	-.120	.136	-.122	-.884	.380
Recognition	.293	.137	.319	2.143	.036
Leadership	.169	.116	.187	1.454	.151
Work Environment	.389	.158	.363	2.463	.016

**Source:** Primary Data.

The regression analysis reveals that Recognition ( $\beta = 0.319$ ,  $p = 0.036$ ) and Work Environment ( $\beta = 0.363$ ,  $p = 0.016$ ) have a positive and statistically significant influence on employee engagement, as their p-values are less than 0.05. This suggests that better recognition practices and a supportive work environment significantly enhance engagement levels. Training ( $\beta = -0.122$ ,  $p = 0.380$ ) shows a negative but insignificant relationship, while Leadership ( $\beta = 0.187$ ,  $p = 0.151$ ) has a positive but statistically insignificant effect. All VIF values are below 5, indicating no multicollinearity issues. Hence, the alternative hypothesis is partially accepted.

**Correlation Analysis**

The correlation analysis was conducted to examine the relationship between employee feedback mechanisms and engagement levels, in line with the third objective of the study.

Factors	Pearson Correlation (r)	Significance Value (p)
Leadership	0.541	0.000
Work Environment	0.453	0.000
Training and Development	0.453	0.000
Recognition and Rewards	0.624	0.000

The correlation analysis was carried out to understand the relationship between employee engagement and important organizational factors such as leadership, work environment, training & development, and recognition & rewards. The results show that leadership has a moderate positive relationship with employee engagement ( $r = 0.541$ ,  $p = 0.000$ ), which means that employees tend to be more engaged when they receive better guidance and support from leaders. In the same way, the work environment also has a moderate positive relationship with employee engagement ( $r = 0.453$ ,  $p = 0.000$ ), indicating that a healthy and supportive workplace helps employees feel more involved and satisfied with their jobs.

Training and development also show a moderate positive relationship with employee engagement ( $r = 0.453$ ,  $p = 0.000$ ), suggesting that employees who are provided with learning and development opportunities are more motivated and committed to their work. Among all the factors, recognition and rewards have the strongest positive relationship with employee engagement ( $r = 0.624$ ,  $p = 0.000$ ). This clearly shows that appreciating and recognizing employees for their efforts plays a major role in improving their motivation and engagement levels. Since all the significance values are less than 0.01, the relationships are statistically significant and reliable. Overall, the analysis confirms that factors like leadership, work environment, training, and recognition positively influence employee engagement in the organization.

### Findings

- The overall level of employee engagement is moderate, with a significant proportion of respondents expressing neutral opinions regarding workplace recommendation.
- The majority of respondents are young and have less work experience, which may influence their perception of engagement.
- Feedback is provided regularly to most employees, with monthly feedback being the most common; however, inconsistencies exist across departments.
- Factor analysis identified three key dimensions influencing employee engagement: Organizational Support and Engagement, Employee Engagement and Development, and Employee Satisfaction and Organizational Commitment.
- Regression analysis revealed that recognition and work environment have a statistically significant positive impact on employee engagement.
- Training and leadership were found to have a positive but statistically insignificant influence on engagement in this study.
- Correlation analysis indicates a significant positive relationship between leadership, work environment, training, recognition, and employee engagement.
- Among all variables, recognition demonstrates the strongest association with employee engagement ( $r = 0.624$ ).
- Feedback mechanisms play a critical role in enhancing employee engagement levels.
- Overall, employee engagement is primarily influenced by recognition, work environment, and effective feedback practices.

## Suggestions

- The organization can strengthen its recognition and reward systems to enhance employee motivation and engagement.
- A structured and consistent feedback mechanism can be implemented across all departments to ensure timely performance improvement.
- Efforts can be made to improve the work environment by fostering a positive organizational culture and effective teamwork.
- Training programs can be redesigned to be more practical, relevant, and aligned with employee needs to improve their impact on engagement.
- Leadership development initiatives can be introduced to improve managerial effectiveness and communication with employees.
- The organization can focus on promoting work-life balance to enhance employee well-being and long-term engagement.
- Opportunities for career growth and development can be increased to strengthen employee commitment and organizational pride.
- Transparent communication and employee participation can be encouraged in decision-making processes.
- Standardization of HR practices shall be ensured to maintain fairness and consistency across all departments.
- Continuous monitoring and evaluation of engagement strategies can be carried out to measure improvement over time.

## Conclusion

This study provides valuable insights into the factors influencing employee engagement at Clovion Tech Solution Private Limited, Azhagamandapam. The demographic analysis shows that the majority of respondents are young, highly educated, and relatively less experienced, indicating that the findings mainly reflect the views of early-career employees. The results highlight that employee engagement is significantly influenced by factors such as recognition, work environment, and organizational support. The factor analysis identified key dimensions including organizational support, employee development, and employee satisfaction, which play a crucial role in shaping engagement levels. The regression analysis confirms that recognition and work environment have a strong and significant positive impact on employee engagement. Although training and leadership show a positive relationship, their impact is not statistically significant in this study. The correlation analysis reveals a positive association between engagement and variables such as leadership, work environment, training, and recognition, with recognition demonstrating the strongest correlation. Additionally, regular feedback and effective communication are found to enhance employee involvement and motivation. Over all, the findings emphasize the importance of creating a supportive work environment and recognizing employee contributions. Organizations should focus on improving workplace practices, strengthening feedback mechanisms, and investing in leadership development to enhance employee satisfaction, engagement, and overall performance for long-term organizational success.

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