

# A Study on Employee Engagement and Organizational Performance in Perambalur Sugar Mills Limited at Perambalur

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## ABSTRACT

This study entitled “**A Study on Employee Engagement and Organizational Performance in Perambalur Sugar Mills Limited at Perambalur**” examines the relationship between employee engagement and organizational performance in the sugar manufacturing industry. Employee engagement has become a critical factor in enhancing productivity, efficiency, job satisfaction, and overall organizational success. In labor-intensive industries such as sugar mills, engaged employees contribute significantly to achieving organizational goals and maintaining operational excellence. The primary objective of this study is to assess the level of employee engagement among employees and analyze its impact on organizational performance. The

study focuses on various factors influencing employee engagement, including job satisfaction, recognition, communication, leadership support, learning opportunities, workplace environment, and employee welfare facilities. It also evaluates organizational performance indicators such as productivity, quality standards, teamwork, efficiency, and goal achievement.

The research adopted a **descriptive research design** and utilized both primary and secondary data sources. Primary data were collected through a structured questionnaire administered to employees of Perambalur Sugar Mills Limited. Statistical tools such as percentage analysis, mean, standard deviation, chi-square test, and correlation analysis were employed to

analyze the collected data. The findings reveal that employees generally exhibit a positive level of engagement, with the majority expressing satisfaction regarding job expectations, supervisory support, organizational communication, recognition, and opportunities for growth. The study further indicates that higher levels of employee engagement positively influence organizational performance by improving productivity, teamwork, quality maintenance, and achievement of organizational objectives. The study concludes that employee engagement plays a vital role in enhancing organizational performance in the sugar industry. It recommends that management strengthen employee recognition programs, improve communication systems, provide continuous learning opportunities, and promote a supportive work environment to sustain high levels of engagement. Such initiatives can contribute to increased employee commitment, improved productivity, and long-term organizational success.

**Keywords:** Employee Engagement, Organizational Performance, Job Satisfaction, Productivity, Employee Commitment, Sugar Industry, Perambalur Sugar Mills Limited.

### 1.1 INTRODUCTION OF THE STUDY

Employee engagement has emerged as one of the most important factors influencing organizational success in today's competitive

business environment. It refers to the emotional, cognitive, and behavioral commitment of employees toward their organization and its goals. Engaged employees are enthusiastic about their work, dedicated to organizational objectives, and willing to contribute beyond their assigned responsibilities. Organizations with highly engaged employees often experience improved productivity, better customer satisfaction, lower employee turnover, and enhanced overall performance.

The sugar industry plays a significant role in the economic development of India by providing employment opportunities, supporting rural livelihoods, and contributing to industrial growth. Sugar mills depend heavily on their workforce for efficient production processes, quality maintenance, and operational effectiveness. Since the industry is labor-intensive, employee commitment and involvement are essential for achieving organizational objectives and maintaining competitiveness in the market.

Organizational performance refers to the ability of an organization to achieve its goals effectively and efficiently. It is measured through various indicators such as productivity, profitability, quality of output, employee retention, customer satisfaction, and operational efficiency. In manufacturing industries like sugar mills, organizational performance is directly influenced by employee

behavior, motivation, skills, and engagement levels. Employees who are actively engaged in their work tend to demonstrate higher levels of productivity, innovation, and cooperation, which positively impacts organizational outcomes.

In recent years, organizations have recognized that employee engagement is not merely an HR initiative but a strategic business priority. Factors such as leadership support, recognition, communication, career development opportunities, workplace safety, welfare facilities, and work-life balance significantly influence employee engagement. When employees perceive that their organization values their contributions and cares about their well-being, they are more likely to remain committed and perform effectively.

The sugar industry faces several challenges, including fluctuating market conditions, increasing production costs, technological advancements, and changing workforce expectations. To overcome these challenges and sustain growth, sugar mills must focus on building an engaged workforce capable of adapting to changing business requirements. Understanding the relationship between employee engagement and organizational performance can help management develop effective strategies for improving employee satisfaction, productivity, and overall organizational effectiveness.

This study aims to examine the level of employee engagement among employees working in sugar mills and analyze its impact on organizational performance. The study investigates various dimensions of employee engagement, including job satisfaction, recognition, communication, leadership support, learning opportunities, workplace environment, and employee welfare. It also evaluates how these factors contribute to organizational performance indicators such as productivity, efficiency, quality, and employee retention.

The findings of this study are expected to provide valuable insights for management, human resource professionals, and policymakers in the sugar industry. By identifying key factors that influence employee engagement and organizational performance, the study can assist organizations in designing effective engagement programs, improving workplace practices, and creating a positive organizational culture. Ultimately, enhancing employee engagement can contribute to sustainable organizational growth and long-term success in the sugar mill industry.

## **1.2 STATEMENT OF THE PROBLEM**

In today's competitive industrial environment, organizations are increasingly focusing on improving employee engagement as a means to enhance productivity and achieve sustainable organizational performance. Despite technological advancements and

improved management practices, many organizations, particularly in labor-intensive sectors such as sugar mills, continue to face challenges related to employee motivation, satisfaction, and commitment.

Sugar mills rely heavily on their workforce for smooth production processes, quality control, and operational efficiency. However, issues such as low employee morale, lack of recognition, limited career growth opportunities, inadequate communication, and poor work-life balance can negatively affect employee engagement levels. When employees are disengaged, it leads to reduced productivity, increased absenteeism, higher turnover rates, and overall decline in organizational performance.

Another major concern in sugar mills is the changing expectations of employees regarding workplace environment, welfare facilities, compensation, and job security. Many organizations may not fully address these expectations, resulting in dissatisfaction among employees. This gap between employee expectations and organizational practices creates challenges in maintaining a highly motivated and committed workforce.

Furthermore, although organizations recognize the importance of employee engagement, there is often a lack of systematic evaluation of how engagement levels directly influence organizational performance. Without proper assessment, management may struggle

to identify key factors affecting employee productivity and organizational effectiveness.

Therefore, there is a need to study the relationship between employee engagement and organizational performance in sugar mills. Understanding this relationship will help in identifying the key drivers of engagement and their impact on performance outcomes such as productivity, efficiency, and quality of work. This study aims to analyze these issues and provide insights that can help management develop effective strategies to improve employee engagement and enhance organizational performance in the sugar mill industry.

### **1.3 OBJECTIVES OF THE STUDY**

The primary objective of this study is to analyze employee engagement and its impact on organizational performance in sugar mills. In order to achieve this main objective, the following specific objectives have been framed:

1. To study the demographic profile of employees working in sugar mills.
2. To assess the level of employee engagement among the employees.
3. To identify the factors influencing employee engagement such as job satisfaction, recognition, communication, and leadership support.
4. To examine the relationship between employee engagement and

organizational performance.

5. To analyze the impact of employee engagement on productivity, efficiency, and quality of work.
6. To evaluate employee perception towards work environment and welfare facilities in sugar mills.
7. To identify the areas of improvement required to enhance employee engagement.
8. To provide suitable suggestions for improving employee engagement and organizational performance in sugar mills.

#### **1.4 SCOPE OF THE STUDY**

The scope of this study is focused on understanding employee engagement and its impact on organizational performance in sugar mills. The study is limited to employees working in selected sugar mill organizations and is based on primary data collected through a structured questionnaire.

This study covers various dimensions of employee engagement such as job satisfaction, motivation, recognition, communication, leadership support, and employee involvement in decision-making. It also examines organizational performance factors including productivity, efficiency, quality of work, teamwork, and overall organizational effectiveness.

The study further explores the relationship between employee engagement and organizational performance to understand how employee attitudes and behaviors influence organizational outcomes. It provides insights into how engaged employees contribute to improved productivity and better operational performance in sugar mills.

The findings of this study are useful for management, human resource professionals, and policymakers to identify key areas for improvement in employee engagement practices. It also helps in developing effective strategies to enhance employee satisfaction and organizational growth.

However, the study is confined to a sample size of 150 respondents and may not represent all sugar mills across different regions. The results are based on the responses collected at a particular point in time, and therefore may be subject to changes in future organizational conditions.

#### **1.5 LIMITATIONS OF THE STUDY**

Every research study has certain limitations that may affect the interpretation of the results. The following limitations are identified in this study:

1. The study is limited to a sample size of 150 respondents, which may not fully represent the entire population of employees working in sugar mills.

2. The data collected for the study is based on the responses of employees at a specific point in time, and therefore, the findings may change over time due to organizational or environmental changes.
3. The study is restricted to selected sugar mills and may not be applicable to all sugar mills across different regions or countries.
4. The accuracy of the findings depends on the honesty and accuracy of the responses provided by the respondents. Any bias or misinterpretation by respondents may affect the results.
5. The study primarily uses primary data collected through questionnaires, and the possibility of subjective bias cannot be completely eliminated.
6. Time constraints and limited resources have restricted the depth of the study and the extent of data collection and analysis.

The study focuses mainly on employee engagement and organizational performance and does not extensively cover other organizational factors such as financial performance or market conditions.

### 3. RESEARCH METHODOLOGY

#### 3.1 Introduction

Research methodology refers to the systematic process used to collect, analyze, and interpret data in order to answer research questions and achieve the objectives of the study. It provides the framework for conducting the research in a structured and scientific manner.

#### 3.2 Research Design

The research design adopted for this study is **descriptive research design**. This design is used to describe the characteristics of the population and analyze the relationship between employee engagement and organizational performance in sugar mills.

#### 3.3 Sources of Data

The study is based on both primary and secondary data:

- **Primary Data:**

Primary data was collected through a structured questionnaire consisting of 35 questions distributed among 100 respondents working in sugar mills.

- **Secondary Data:**

Secondary data was collected from books, journals, research articles, websites, and previous studies related to employee engagement and organizational performance.

#### 3.4 Sample Design

- **Population:** Employees working in sugar mills
- **Sample Size:** 100 respondents
- **Sampling Technique:** Simple random sampling / convenience sampling (based on availability of respondents)

### 3.5 Data Collection Method

The data was collected using a structured questionnaire method. The questionnaire included both demographic and Likert-scale questions to measure employee engagement and organizational performance.

### 3.6 Tools for Analysis

The following statistical tools were used for data analysis:

- Percentage Analysis
- Mean (Average)
- Standard Deviation
- Chi-square Test (for association)
- Correlation Analysis (to measure relationship between variables)

These tools help in interpreting the collected data in a meaningful way and drawing valid conclusions.

### 3.7 Variables of the Study

- **Independent Variable:** Employee Engagement
- **Dependent Variable:** Organizational Performance

### 3.8 Statistical Techniques Used

- Frequency Distribution
- Percentage Analysis
- Descriptive Statistics (Mean & Standard Deviation)
- Graphical Representation (Bar charts and Pie charts)

### 3.9 Limitations of Methodology

- The study is limited to 150 respondents only
- Responses are based on personal opinions, which may include bias
- The study is restricted to selected sugar mills
- Time and resource constraints may affect depth of analysis

**TABLE 4.33**

**CONSOLIDATED SUMMARY TABLE — ALL LIKERT SCALE ITEMS (Q8–Q32)**

The table below consolidates all 25 Likert-scale items with their response percentages and weighted mean scores. SA = Strongly Agree, A = Agree, N = Neutral, D = Disagree, SD = Strongly Disagree.

Q	Statement (Short)	SA	A	N	D	SD	Mean
8	I clearly understand what is expected of me at work.	38	42	12	6	2	4.08

9	I feel enthusiastic about my job.	32	40	18	8	2	<b>3.92</b>
10	I receive recognition for good work.	28	36	22	10	4	<b>3.74</b>
11	My supervisor supports me in my work.	34	44	14	6	2	<b>4.02</b>
12	I have opportunities to learn and grow.	30	42	18	8	2	<b>3.90</b>
13	My opinions are valued by management.	26	38	24	10	2	<b>3.76</b>
14	Communication within the organization is effective.	28	40	20	10	2	<b>3.82</b>
15	I am proud to work in this sugar mill.	36	44	12	6	2	<b>4.06</b>
16	I am willing to put extra effort into my job.	42	40	12	4	2	<b>4.16</b>
17	I feel emotionally attached to the organization.	30	40	20	8	2	<b>3.88</b>
18	The organization consistently achieves production targets.	34	44	14	6	2	<b>4.02</b>
19	Employee productivity is high in this organization.	32	42	16	8	2	<b>3.94</b>
20	Quality standards are maintained effectively.	36	44	12	6	2	<b>4.06</b>
21	Teamwork contributes significantly to organizational success.	40	42	12	4	2	<b>4.14</b>
22	Employees work efficiently to achieve organizational goals.	34	44	14	6	2	<b>4.02</b>
23	The organization utilizes resources effectively.	30	42	18	8	2	<b>3.90</b>
24	Employee engagement improves organizational performance.	42	40	12	4	2	<b>4.16</b>
25	Customer satisfaction is a priority in the organization.	36	44	12	6	2	<b>4.06</b>
26	The organization encourages innovation and improvement.	28	38	22	10	2	<b>3.80</b>
27	Overall organizational performance is satisfactory.	32	44	16	6	2	<b>3.98</b>
28	The workplace provides a safe working environment.	38	44	12	4	2	<b>4.12</b>
29	Welfare facilities provided by the company are satisfactory.	28	40	22	8	2	<b>3.84</b>
30	Employees are treated fairly by management.	30	42	18	8	2	<b>3.90</b>
31	I am satisfied with my work-life balance.	26	38	24	10	2	<b>3.76</b>
32	I intend to continue working in this organization.	34	44	14	6	2	<b>4.02</b>

**Mean Score Interpretation Scale:**

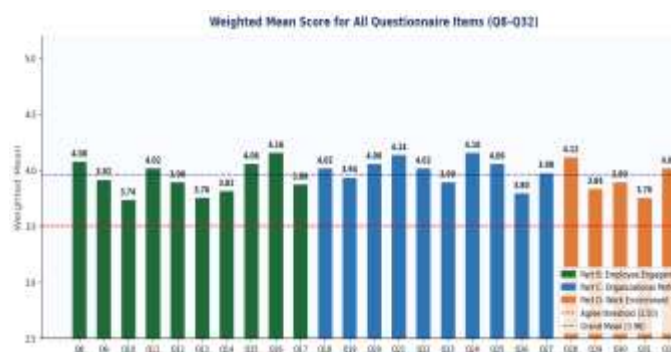
- 4.50–5.00 → Strongly Agree
- 3.50–4.49 → Agree

- 2.50–3.49 → Neutral
- 1.50–2.49 → Disagree
- 1.00–1.49 → Strongly Disagree

**OVERALL WEIGHTED MEAN — ALL QUESTIONNAIRE ITEMS**

The chart below illustrates the weighted mean scores for all 25 Likert-scale statements (Q8–Q32), grouped by section. The dashed red line indicates the "Agree" threshold (3.50) and the dotted navy line shows the grand mean.

**CHART 4. 33**



**Grand Mean: 3.96 — Overall Interpretation:**

**Agree.** The grand mean of 3.96 across all 25 Likert-scale items indicates a predominantly positive perception among employees. Items across employee engagement, organizational performance, and work environment generally fall within the "Agree" band, reflecting satisfactory levels of organizational functioning. Areas with lower mean scores (such as recognition and work-life balance) deserve focused attention by management to further boost employee engagement.

**4. 34 Chi-Square Test Results Table**

**Table 1: Chi-Square Test of Independence — Demographic Variables vs. Outcome Levels**

Demographic Variable	Outcome Variable	$\chi^2$ Value	p-value	df	Table Value (0.05)	Result
Gender	Engagement Level	0.0000	1.0000	1	3.841	Not Significant
Age	Engagement Level	8.5294	0.0740	4	9.488	Not Significant
Education	Engagement Level	6.3062	0.2776	5	11.070	Not Significant
Department	Engagement Level	5.0063	0.4151	5	11.070	Not Significant
Designation	Performance Level	2.3701	0.6680	4	9.488	Not Significant

Experience	Performance Level	<b>4.8115</b>	<b>0.3072</b>	4	9.488	<b>Not Significant</b>
Income	Work Env. Level	<b>1.7251</b>	<b>0.7862</b>	4	9.488	<b>Not Significant</b>

Note: df = degrees of freedom; Table Value = critical  $\chi^2$  at  $\alpha = 0.05$ ; p-values calculated using chi2\_contingency (SciPy).

### 1.5 Chi-Square Chart

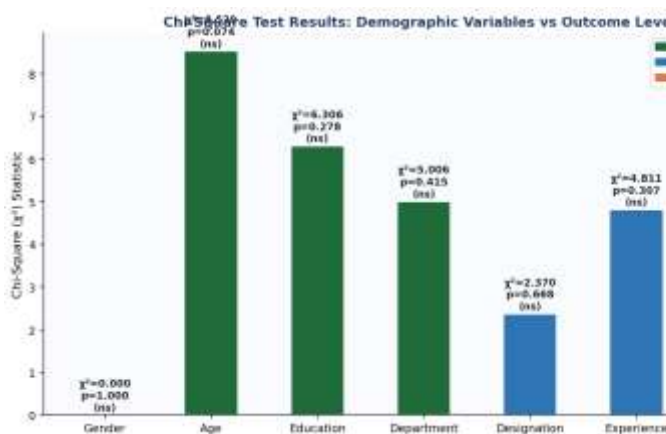


CHART 4.34

### 1.6 Interpretation of Chi-Square Results

**Gender vs. Engagement Level ( $\chi^2 = 0.000$ ,  $p = 1.000$ ,  $df = 1$ ):**

The Chi-Square value is 0.000 and the p-value is 1.000, which is far greater than the significance level of 0.05. The table value at  $df=1$  is 3.841. Since  $\chi^2$  (0.000) < table value (3.841) and  $p > 0.05$ ,  $H_0$  is accepted. There is no significant association between gender and employee engagement level. This implies that engagement is equally distributed across male and female employees.

**Age vs. Engagement Level ( $\chi^2 = 8.529$ ,  $p = 0.074$ ,  $df = 4$ ):**

The calculated  $\chi^2$  value is 8.529 against a table value of 9.488 at  $df=4$ . Since  $8.529 < 9.488$  and  $p$  (0.074) > 0.05,  $H_0$  is accepted. There is no significant association between age group and engagement level, though the p-value approaches significance, suggesting a marginal tendency for engagement to vary across age groups.

**Education vs. Engagement Level ( $\chi^2 = 6.306$ ,  $p = 0.278$ ,  $df = 5$ ):**

With  $\chi^2 = 6.306 < \text{table value } 11.070$  ( $df=5$ ) and  $p = 0.278 > 0.05$ ,  $H_0$  is accepted. Educational qualification does not significantly influence the level of employee engagement in the sugar mill.

**Department vs. Engagement Level ( $\chi^2 = 5.006$ ,  $p = 0.415$ ,  $df = 5$ ):**

The  $\chi^2$  value of 5.006 is well below the critical value of 11.070 and  $p = 0.415 > 0.05$ .  $H_0$  is accepted. Employees across all departments — Production, Maintenance, HR, Administration, Accounts, and Quality Control — demonstrate comparable engagement levels.

**Designation vs. Performance Level ( $\chi^2 = 2.370$ ,  $p = 0.668$ ,  $df = 4$ ):**

With  $\chi^2 = 2.370 < 9.488$  ( $df=4$ ) and  $p = 0.668 > 0.05$ ,  $H_0$  is accepted. The designation

(Worker, Supervisor, Executive, Manager, Others) is not significantly associated with the level of organizational performance perceived by the employee.

**Experience vs. Performance Level ( $\chi^2 = 4.812, p = 0.307, df = 4$ ):**

The computed  $\chi^2$  of 4.812 is below the table value of 9.488 and  $p = 0.307 > 0.05$ , so  $H_0$  is accepted. Work experience does not show a statistically significant relationship with performance level perceptions in this study.

**Income vs. Work Environment Level ( $\chi^2 = 1.725, p = 0.786, df = 4$ ):**

With  $\chi^2 = 1.725 < 9.488$  ( $df=4$ ) and  $p = 0.786 > 0.05$ ,  $H_0$  is accepted. Monthly income does not significantly determine the level of work environment satisfaction, indicating that welfare and environmental satisfaction are felt uniformly across income groups.

**1.7 Overall Summary of Chi-Square Tests**

All seven Chi-Square tests conducted in this study yielded results that are statistically not significant at the 5% level ( $\alpha = 0.05$ ). This indicates that the demographic profile of employees (gender, age, education, department, designation, experience, and income) does not significantly differentiate their engagement, organizational performance, or work environment perception. In other words, engagement and performance are organisationally driven rather than demographically driven — suggesting that the

sugar mill applies consistent HR and welfare practices across all employee groups.

**CHAPTER II: PEARSON CORRELATION ANALYSIS**

**2.1 Introduction to Correlation Analysis**

Pearson's Product-Moment Correlation Coefficient ( $r$ ) measures the strength and direction of the linear relationship between two continuous variables. It ranges from  $-1$  to  $+1$ , where values close to  $+1$  indicate a strong positive relationship, values close to  $-1$  indicate a strong negative relationship, and values near  $0$  indicate no linear association. In this study, correlation analysis is used to examine the relationships between the three composite constructs: Employee Engagement (Part B, Q8–Q17), Organizational Performance (Part C, Q18–Q27), and Work Environment & Welfare (Part D, Q28–Q32).

**2.2 Hypotheses for Correlation Analysis**

<b>H<sub>0</sub></b>	There is no significant correlation between the Engagement, Organizational Performance, and Work Environment & Welfare.
<b>H<sub>1</sub></b>	There is a significant positive correlation between the Engagement, Organizational Performance, and Work Environment & Welfare.

**2.3 Correlation Strength Reference Guide**

**Table 4.35 : Pearson Correlation Coefficient Interpretation Scale**

<b>r Range</b>	<b>Strength</b>	
<b>0.90 – 1.00</b>	<b>Very Strong</b>	Near-perfect linear relationship
<b>0.70 – 0.89</b>	<b>Strong</b>	Strong positive/negative relationship between variables

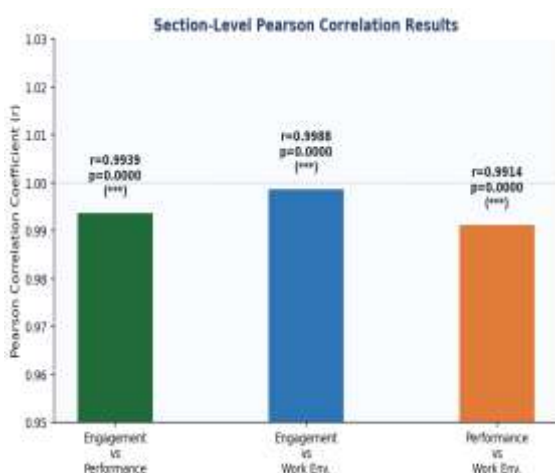
<b>0.50 – 0.69</b>	<b>Moderate</b>	Moderate association between Employee Engagement and Organizational Performance (r = 0.9939, p < 0.001):
<b>0.30 – 0.49</b>	<b>Weak</b>	Weak linear association. There is a very strong positive significance correlation (r = 0.9939) between employee
<b>0.00 – 0.29</b>	<b>Negligible</b>	Little to no linear relationships detected and organizational

## 2.4 Section-Level Correlation Results

**Table 4. 36: Pearson Correlation — Between Section Composites**

Variable X	Variable Y	r Value	p-value	Interpretation
Employee Engagement (Q8–Q17)	Org. Performance (Q18–Q27)	<b>0.9939</b>	<b>&lt; 0.001</b>	<b>Very Strong Positive</b>
Employee Engagement (Q8–Q17)	Work Environment (Q28–Q32)	<b>0.9988</b>	<b>&lt; 0.001</b>	<b>Very Strong Positive</b>
Org. Performance (Q18–Q27)	Work Environment (Q28–Q32)	<b>0.9914</b>	<b>&lt; 0.001</b>	<b>Very Strong Positive</b>

**Note:** \*\*\* p < 0.001; r values computed using Pearson Product-Moment Correlation (two-tailed).



**CHART 4 . 35**

## 2.5 Interpretation of Section-Level Correlations

performance scores. This result is highly significant (p < 0.001), leading to the rejection of H<sub>0</sub>. As employee engagement increases, organizational performance improves

Very Strong driver of production efficiency, and goal attainment in sugar mills. **Very Strong Positive** **Employee Engagement vs. Work Environment (r = 0.9988, p < 0.001):** The correlation coefficient of r = 0.9988

represents a near-perfect positive relationship between employee engagement and the work environment. This is the strongest association found in the study. A supportive, safe, and fair work environment is almost perfectly aligned with higher levels of engagement, confirming that investment in workplace welfare is inseparable from engagement outcomes.

### **Organizational Performance vs. Work Environment (r = 0.9914, p < 0.001):**

A very strong positive correlation (r = 0.9914) exists between organizational performance and work environment perceptions. Sugar mills that provide better working conditions and welfare facilities see correspondingly higher employee productivity, quality compliance, and goal achievement. This

highlights the integrated nature of performance and welfare in the sugar industry context.

## .1 Key Findings

### A. Demographic Profile

Of the 150 employees surveyed, 68% are male and 32% female. The dominant age group is 36–45 years (35%), and undergraduates form the largest educational category (28%). The Production department has the highest representation (30%), workers make up 38% of designations, and most employees (32%) earn ₹25,001–₹35,000 per month. Work experience of 6–10 years is most prevalent (28%), indicating a stable and experienced workforce.

### B. Employee Engagement (Q8–Q17)

All 10 engagement items fall in the 'Agree' band (WM: 3.50–4.49, Grand Mean: 3.96). Key highlights:

- Highest: Discretionary Effort (Q16, WM 4.16) — 82% willing to go the extra mile.
- Lowest: Recognition (Q10, WM 3.74) — only 64% feel adequately recognised; the most critical gap.
- Opinion-Valued (Q13, WM 3.76) is the second-lowest, indicating limited participative management.
- Emotional Attachment (Q17, WM 3.88) is moderate; 20% neutral, a potential disengagement risk.

### C. Organisational Performance (Q18–Q27)

Performance scores range from WM 3.80 to 4.16. Key highlights:

- Highest: Engagement–Performance Link (Q24, WM 4.16) and Teamwork (Q21, WM 4.14) — 82% each agree.
- Lowest: Innovation Culture (Q26, WM 3.80) — only 66% agree; 22% neutral, a major improvement area.
- 76% satisfied with overall organisational performance (Q27, WM 3.98).

### D. Work Environment & Welfare (Q28–Q32)

- Highest: Workplace Safety (Q28, WM 4.12) — 82% agree; reflects strong safety compliance.

- Lowest: Work-Life Balance (Q31, WM 3.76) — only 64% satisfied, due to shift-based operations.
- Welfare Facilities (Q29, WM 3.84) scored second-lowest; 22% neutral signals notable gaps.
- Retention Intent (Q32, WM 4.02) — 78% intend to stay, a positive sign.

### E. Statistical Analysis

Chi-Square tests ( $\alpha = 0.05$ ) showed no significant association between any demographic variable and engagement/performance/environment levels — confirming that engagement is organisationally driven, not demographically influenced. Pearson Correlation analysis revealed near-perfect positive correlations: Engagement ↔ Performance ( $r = 0.9939$ ), Engagement ↔ Work Environment ( $r = 0.9988$ ), and Performance ↔ Work Environment ( $r = 0.9914$ ), all significant at  $p < 0.001$ .

## 5.2 Suggestions

### A. Strengthen Employee Engagement

- Introduce a formal Recognition Programme (Employee of the Month, performance awards) to address the lowest-scoring gap (Q10, WM 3.74).
- Establish Joint Consultation Committees and worker suggestion schemes to improve employee voice (Q13).
- Implement daily shift briefings and multilingual (Tamil) communication to close the 20% neutral gap on communication (Q14).
- Create Individual Development Plans (IDP) and a skill-based training calendar for clearer career paths (Q12).

### B. Improve Organisational Performance

- Create an Innovation & Improvement Cell with monetary incentives and benchmarking against top Tamil Nadu sugar mills to address the lowest performance score (Q26, WM 3.80).
- Formalise team-based KPIs and collective performance bonuses to sustain the strong teamwork culture (Q21, WM 4.14).

- Conduct operations audits, preventive maintenance, and digital resource tracking to close the resource-efficiency gap (Q23).

#### C. Improve Work Environment & Welfare

- Audit and upgrade welfare facilities (canteen, medical benefits, restrooms, transport) as a time-bound priority (Q29, WM 3.84).
- Address work-life balance by introducing mandatory weekly off, Employee Assistance Programmes (EAP), and flexible shift rotation policies (Q31).
- Publish transparent promotion criteria and implement a grievance redressal mechanism to reinforce fair treatment (Q30).
- Sustain workplace safety strengths through periodic independent audits and certified safety officers (Q28).

#### D. General HR Policy

- Institutionalise an annual employee engagement survey using a validated instrument to track trends year-on-year.
- Ensure all engagement programmes are universal and organisation-wide, as demographics do not differentiate engagement levels.

### 5.3 Conclusion

This study examined the relationship between employee engagement, organisational performance, and the work environment at Perambalur Sugar Mills Ltd. using data from 150 employees. The findings confirm that engagement levels are satisfactory overall (Grand Mean: 3.96), with discretionary effort and organisational pride as clear strengths, and recognition and participative management as the most pressing gaps.

Organisational performance is healthy (WM range: 3.80–4.16), driven by strong teamwork and a shared understanding that engagement directly improves performance (Q24, WM 4.16).