Title : An Organizational Engagement Survey of Employees in a Manufacturing and Distribution Company: A Census-based Study in 2025

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ABSTRACT

In an increasingly competitive industrial environment and amid rapid organizational and economic changes, understanding employee engagement has become strategically essential for sustaining performance and long-term competitiveness. This study aimed to assess the level of employee engagement within a manufacturing and distribution company, to identify factors influencing engagement, to examine relationships between personal characteristics and engagement, and to classify employees into engagement-based clusters. The findings are intended to inform managerial decisions to enhance organizational efficiency and effectiveness. Data were collected via a population census using a structured questionnaire administered to all 234 employees.

Overall, employee engagement was found to be high. The sample was approximately gender-balanced. The majority of respondents were aged 29–44, had educational attainment below the upper secondary level, occupied operational roles (officers and staff), were employed in Production Department 1, and had tenure of less than five years. Analysis indicated that individual personal factors exerted varying influences on employee engagement, though effect sizes were small. Overall, no statistically significant associations were found between personal characteristics and employee engagement. Age correlated with perceived fulfillment of basic needs and management support, whereas educational attainment correlated with perceptions of management support, teamwork, and belonging. Employees were classified into three distinct segments based on engagement scores using cluster analysis techniques: Cluster 1 (highest engagement), Cluster 2 (high engagement), and Cluster 3 (moderate engagement).