

A Study on Essence of Employee Engagement: An Organisational Perspective

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ABSTRACT

Engagements in any form have been the crux of the cultural balance. The Organisations to a large extent aim to achieve this balance and engage the Employees in order to achieve Organisational goals. Employee engagement in an organization is massively related to the ability of an organization to manage its employees and generate high-performance levels. The key ingredients of an engaged employee seem to be a display of emotional involvement in what the employee does, and pride in the work place. Employee Engagement is seen as a powerful source of competitive advantage for companies in turbulent times. A deserving & good employee engagement is only going to happen if employees feel positive and strong about their relationship with their Superiors and the Organisation at large.

The Researchers have adopted Exploratory & Descriptive Research design. The Research is conducted with the help of both Primary and Secondary data. The primary data is in the form of Interviews with Five Companies. The HR Heads were approached for the Interview. This Paper attempts to discuss on the Employee Engagement domain of Organisations. The Researchers aim to understand the essence & significance of Employee Engagement. The study further aims to study the factors influencing Employee Engagement at Organisations. The Researchers have gathered the Organisational perspective towards Employee Engagement and identified the relative challenges. The study encompasses the learning on Employee Engagement and understanding its essence. The Researchers have taken Employee Engagement aspect for Organisations at large rather any specific sector or region or set of Employee like Gender based etc., hence the inferences gathered are indicative in nature rather exhaustive. Employee Engagement is an essential virtue for Organisations and the same gets reflected through the Employee satisfaction, organizational success, and financial performance etc.

Keywords-- HR Management, Organisations, Employee Engagement, Employee satisfaction, Organizational Success

I. INTRODUCTION

The concept of employee engagement has been around for several decades, but it has gained significant attention and importance in recent years. It was first introduced in the 1990s by William Kahn, a professor of Organizational Behavior at Boston University, who defined engagement as “the harnessing of organization members’ selves to their work roles.” Since then, numerous studies and research have been conducted on the topic, and employee engagement has become a critical focus for many organizations. This is due in part to the increasing recognition that engaged employees are more productive, more innovative, and more likely to remain with their companies for longer periods of time. Engagement, spoke to as a two-path relationship in the middle of representative and business were connected with representatives are required to likewise have a comprehension of the work to be done, needs to do with how individual employs themselves in the execution of their occupation and includes the dynamic utilization of feelings and behaviour notwithstanding what they think about their employment.

In addition, the changing nature of work has also contributed to the importance of employee engagement. With the rise of knowledge-based and service-oriented jobs, employees are increasingly required to use their creativity, problem-solving abilities, and interpersonal skills. Engaged employees are more likely to possess these qualities, and are therefore better equipped to meet the demands of modern work. As a result, many organizations have implemented strategies to promote employee engagement, such as providing opportunities for professional development, creating a positive work environment, recognizing and rewarding employee contributions, and ensuring effective communication and leadership. These efforts can help to create a more engaged and motivated workforce, which can lead to improved business performance and long-term success.

Overall, Employee engagement refers to the level of commitment, passion, and enthusiasm that an employee has towards their work and their organization. It is a measure of how invested employees are in achieving the goals and objectives of their company, and how motivated they are to contribute to the success of the organization.

II. LITERATURE REVIEW

Employee engagement is an important aspect of organizational behavior that has been extensively studied in the literature. The following literature review provides an overview of the current state of knowledge on organization perspective towards employee engagement.

"Employee Engagement and its Impact on Organizational Performance: Study of Select Organizations" by Lalita Jain.

This study is all about employee engagement and the impact on the employees performance of select organizations. Here, according to the author, Employee engagement is known to be attained as the degree to which employees have the willingness to go above and beyond what is required of them. Quantitative and Qualitative research methods are used here, and a total of 300 employees were taken under the study, along with which interviews were conducted with five senior management in five different organizations. A positive correlation is found between employee engagement and organizational performance. Several other factors have also been identified by author that contribute to employee engagement, that include a positive organizational culture, effective communication, opportunities for growth and development, and recognition and rewards for good performance. The study also has few limitations as the sample size is small, and the organizations undertaken may not be representative for all types of organizations. Additionally, the study focuses mainly on the perceptions of employees and management, and does not take into account other factors that may impact organizational performance, such as market conditions or technological innovations.

Impact of Employee Engagement on Retention of Employees: A Study of Selected Information Technology and Information Technology Enabled Services Companies (IT and ITES) in Pune City" by Geeta Kalyankar Rao.

The relationship between employee engagement and retention is examined in this study in the context of IT and ITES companies of Pune City. The author defines employee engagement as a psychological state characterized by energy, dedication, and absorption in one's work. The author also defines retention as the ability of an organization to retain its employees over a given period of time. A survey method is used and a total of 200

employees of working in IT and ITES companies in Pune City were undertaken. A positive relationship was found out between employee engagement and retention. Some limitations of this study were sample size and area limited only to Pune City. Along with it only self-reported data from employees was taken into consideration, which may be subject to biasness

The article "An Investigation Into The Job Design Of Construction Managers And Its Impact On Employee Engagement" by Adekunle Adebisi and Muhammad Rashid Memon:

This study explores the job design of construction managers and its impact on employee engagement. The authors argue that a well-designed job can lead to higher employee engagement, which in turn can lead to better performance and productivity. The authors review several key studies in this area and identify common themes and findings. They highlight the importance of job autonomy, skill variety, task significance, feedback, and social support in job design. They also discuss the role of employee engagement in improving job performance, productivity, and job satisfaction. The authors then discuss the relevance of this literature to the construction industry in Pakistan. They argue that the construction industry is characterized by a Complex work environment that requires a high level of skill and expertise. They suggest that job design can play a crucial role in improving employee engagement and performance in this industry. Questionnaire was used in this study and a total of 120 construction managers were taken in this study. The results of the study were found that job autonomy, skill variety, task significance, feedback, and social support were all positively associated with employee engagement. They also found that employee engagement was positively associated with job performance and job satisfaction. The findings of the study highlight the importance of job design in improving employee engagement, performance, and job satisfaction. They suggest that construction companies should pay more attention to job design and implement measures to improve job autonomy, skill variety, task significance, feedback, and social support.

"Perceived Organizational Support And Employee Engagement: Mediating Role Of Work Passion Of The Employees" by Sindhura Kannappan January 2023:

This article explores the relation among perceived organizational support (POS), employee engagement, and work passion. In the beginning of the article an introduction about the concept of employee engagement the importance for the same towards organizational success. The author has argued that employee engagement is a critical factor that influences employee performance, job satisfaction, and organizational commitment. The data collection methods used in this study a total of 500

employees who are working in various different organizations in Pakistan, They used a survey questionnaire to collect data on perceived organizational support, work passion, and employee engagement. The results found by authors found the research found that perceived organizational support, work passion, and employee engagement were all positively related to each other. They also found that work passion mediated the relationship between perceived organizational support and employee engagement. Hence, this article suggest that organizations should pay more attention to POS and work passion to improve employee engagement and organizational success.

**“Investigating The Role Of Job Satisfaction In The Relationship Between Employee Engagement And Organizational Support On Employee Performance”
Benny Samosir Tetra Hidayati Saida Zainurossalamia
Universitas Mulawarman- December 2022**

This article explores the relationship between employee engagement, job satisfaction, organizational support, and employee performance. The article starts with an introduction to the importance of employee engagement, job satisfaction, and organizational support for employee performance. The authors argue that employee engagement is a key driver of employee performance, and that job satisfaction and organizational support are critical factors that influence employee engagement. The authors review several key studies in this area and identify common themes and findings. They highlight the importance of job satisfaction and organizational support in improving employee engagement, job performance, and organizational commitment. The research methodology section of the article outlines the research design and data collection methods used in the study. The authors collected data from 300 employees working in various organizations in Pakistan. They used a survey questionnaire to collect data on employee engagement, job satisfaction, organizational support, and employee performance.

The results of the study are presented and discussed in the findings section of the article. The authors found that employee engagement, job satisfaction, and organizational support were all positively associated with employee performance. They also found that job satisfaction mediated the relationship between employee engagement and employee performance, and that organizational support moderated the relationship between employee engagement and employee performance. The article concludes with a discussion of the implications of the study for organizations in Pakistan. The authors argue that the findings of the study highlight the importance of job satisfaction and organizational support in improving employee engagement and performance. They suggest that organizations should pay more attention to these factors

and implement measures to improve job satisfaction and organizational support.

Literature review on A study on the drivers of employee engagement impacting employee performance Madhura Bedarkar, Deepika Pandita

The article titled “A study on the drivers of employee engagement impacting employee performance” by Bedarkar and Pandita (2014) published in the International Journal of Business and Management, aims to investigate the drivers of employee engagement that impact employee performance.

The study utilized a survey of 345 employees from various industries in India. The study found that there is a positive relationship between employee engagement and employee performance. Additionally, the study identified four major drivers of employee engagement: leadership, employee empowerment, work-life balance, and employee recognition and rewards.

However, the study has some limitations. The sample used in the study was limited to employees from India, and therefore, the findings may not be generalizable to other cultural contexts. Additionally, the study only examined the drivers of employee engagement and did not investigate the actual mechanisms that underlie the relationship between engagement and performance. Overall, the article provides a useful contribution to the literature on employee engagement and performance, and its findings can be valuable for organizations and managers in developing strategies to promote employee engagement and improve organizational performance.

The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically Gabriele Boccoli, Luca Gastaldi, Mariano Corso

The article titled “The evolution of employee engagement: Towards a social and contextual construct for balancing individual performance and wellbeing dynamically” by Boccoli, Gastaldi, and Corso (2021) published in the Journal of Business Research, aims to provide a comprehensive literature review on the concept of employee engagement and to propose a new dynamic and contextual construct of employee engagement that considers both individual performance and well-being. The study conducted a systematic literature review of 294 articles on employee engagement from various disciplines, including management, psychology, and sociology. The authors identified three major themes in the literature: the conceptualization and measurement of employee engagement, the antecedents and outcomes of employee engagement, and the dynamic and contextual nature of employee engagement.

The study proposes a new conceptual framework for employee engagement that integrates individual performance and well-being and emphasizes the importance of considering the social and contextual factors that influence employee engagement. The authors argue that a dynamic and contextual approach to employee engagement is necessary to balance individual performance and well-being and to promote sustainable organizational performance. The study has some limitations. The authors acknowledge that their proposed conceptual framework needs to be empirically validated,

and there may be other factors that influence employee engagement that were not included in their review. Additionally, the study focuses primarily on the antecedents and outcomes of employee engagement and does not investigate the actual mechanisms that underlie the relationship between engagement, performance, and well-being. Overall, the article provides a useful contribution to the literature on employee engagement, and its proposed conceptual framework can guide future research and practice in this area.

Table 1: Leading definitions related to the theme of the study

Definition Source	Definitions
Henri Fayol	Management- “a process of forecast followed by planning, organization, command, coordination and control of activities of others”
Edwin Flippo	HR Management- “planning, organizing, directing, controlling of procurement, development, compensation, integration, maintenance and separation of human resources to the end that individual, organizational and social objectives are achieved.”
Gallop	Employee Engagement “the involvement and enthusiasm of employees in their work and workplace”
Kirkpatrick	Training and Development “focuses on identifying, assuring and helping develop, through planned learning, the key competencies that enable individuals to perform current or future jobs”
Organisational Perspective	Organisational Perspective is the view point of the Organisations towards a specific domain. The perspectives demonstrate the views which eventually states the mindset of the Organisations.

III. OBJECTIVES OF THE STUDY

The Researchers have considered the following objectives for the study:

- ▶ To understand the essence & significance of Employee Engagement.
- ▶ To study the factors influencing Employee Engagement at Organisations.
- ▶ To gather the Organisational perspective towards Employee Engagement and to identify the relative challenges.

IV. RESEARCH METHODOLOGY

A Study on Essence of Employee Engagement: An Organisational Perspective is an Exploratory & Descriptive Research. The Research is conducted with the help of both Primary and Secondary data. The primary data is in the form of Interviews at Five Companies with their HR Heads. The Researchers aim to understand the essence & significance of Employee Engagement. The study further aims to study the factors influencing Employee Engagement at Organisations. The Researchers have gathered the Organisational perspective towards Employee Engagement and identified the relative challenges. The study encompasses the learning on

Employee Engagement and understanding its essence through Organisational perspective. The Researchers have taken Employee Engagement aspect for Organisations at large rather any specific sector or region or set of

Employee like Gender based etc. that is the limitation of the study.

V. RESEARCH PROCESS

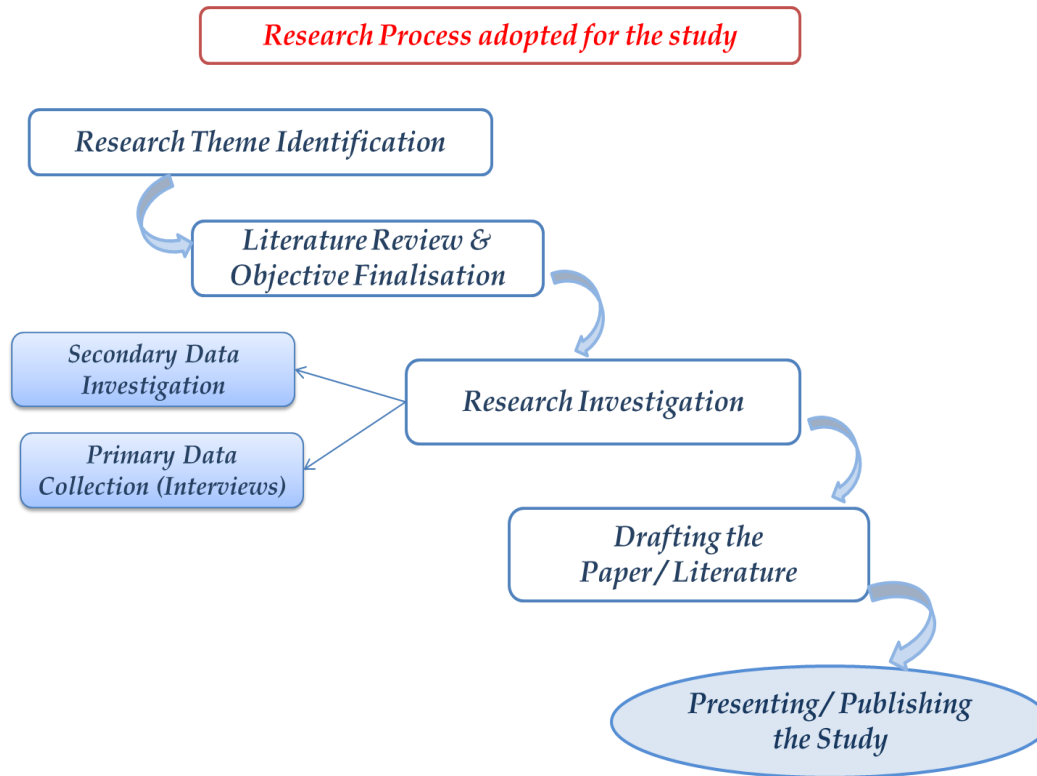


Chart No.1: Research Process adopted for the study
Source: Authors' Study

Case 1: Interview of Shri. Vashishtha Dave, HR Manager, Huhtamaki Pvt. Ltd., Silvassa

“Engaged employees are more likely to be proactive, loyal, and willing to go the extra mile”

- **Vashishtha Dave**

A structured Interview was conducted with the HR Manager at Huhtamaki Pvt Ltd, Silvassa, Shri. Vashishtha Dave seeking views on Employee Engagement. Huhtamaki is a key global player in sustainable food-on-the-go and food-on-the-shelf packaging solutions. The interview shed light on various aspects of employee engagement, including strategies, challenges, and the significance of fostering a positive work environment. The discussion revealed valuable insights that can contribute to enhancing employee engagement practices within organizations. Mr. Vaishishtha Dave emphasized that employee engagement goes beyond mere job satisfaction. It entails a deep emotional commitment, motivation, and alignment with organizational goals. Engaged employees

are more likely to be proactive, loyal, and willing to go the extra mile. They contribute to improved productivity, innovation, and overall organizational success.

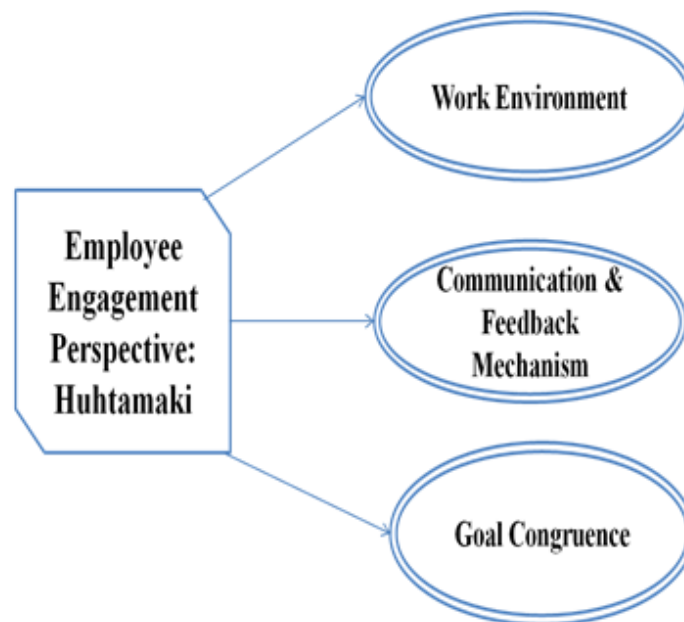
The interview highlighted the crucial role of employee engagement in creating a positive work culture and driving business outcomes. Several strategies were discussed to foster employee engagement. Mr. Vaishishtha Dave, emphasized the significance of open and transparent communication, regular feedback, and recognition of employees' contributions. He also highlighted that creating a supportive work environment that promotes work-life balance, personal growth, and development opportunities was also emphasized. Moreover, empowering employees through autonomy, meaningful work, and involving them in decision-making processes were highlighted as effective approaches to enhance engagement. The interview highlighted the importance of measuring and assessing employee engagement levels to gauge the effectiveness of engagement initiatives. Mr. Vaishishtha Dave also

discussed various methods, including employee surveys, focus groups, and performance indicators.

The Employee Engagement Calendar, a suggestion box, continued one-on-one counselling, and ongoing direct observation are further initiatives of the organisation. The second initiative is the "Office Bingo" which is conducted every month, and it includes low-cost activities such as quiz, fun competitions, outdoor games, movies, dinner, and so on, to help the employees to have an open and unofficial communication, to keep them engaged. The organization's once-a-year surveys are the third effort, which helps to keep costs under control. Additionally, the learning and development department

ensures opportunities for skill development by offering training programmes, fostering the staff's notable progress, and delivering awards and recognition that are appropriate.

The interview with the HR manager provided valuable insights into the multifaceted nature of employee engagement. It emphasized the importance of creating a supportive work environment, fostering open communication, and implementing strategies that align employees with organizational goals. The discussion shed light on the challenges faced and the significance of measuring and assessing employee engagement levels for continuous improvement.



Source: Based on Personal Interview

Source: Interview with Shri. Vashishtha Dave, HR Manager, Huhtamaki Pvt. Ltd., Silvassa on 8th April. 2023

EMPLOYEE ENGAGEMENT

Essence & Significance

Employee engagement is essential for creating a positive and productive work environment. It helps to build a culture of trust, respect, and collaboration, which can lead to improved business performance and long-term success. Employee engagement is important for several reasons, including:

- **Improved productivity:** Engaged employees are more productive than disengaged employees. They are motivated to perform at their best, and they are more likely to go above and beyond what is expected of them.
- **Increased employee retention:** Engaged employees are more likely to stay with their company for longer periods of time. They feel a sense of loyalty to the organization and are more likely to recommend it to others.

- **Improved customer satisfaction:** Engaged employees are more likely to provide excellent customer service. They are invested in the success of the organization and are motivated to ensure that customers have positive experiences.

- **Better teamwork:** Engaged employees are more likely to work collaboratively with their colleagues. They are invested in the success of the team and are more likely to share knowledge and ideas.

- **Higher profitability:** Engaged employees can have a positive impact on the bottom line. They are more likely to identify cost-saving measures and to come up with innovative ideas that can help the company grow.

Engaged employees are more likely to be productive, creative, and innovative, and are more likely to stay with their company for longer periods of time. They are also more likely to have positive interactions with

customers and coworkers, and to be advocates for their company both inside and outside of the workplace. Engaged employees are also less likely to leave the organization, reducing turnover costs and preserving institutional knowledge. In addition, engaged employees tend to have better relationships with their colleagues and supervisors, leading to a more positive work environment and reduced conflict. Engaged employees are more likely to identify opportunities for improvement and innovation, resulting in increased efficiency and competitiveness. Therefore, it is important for organizations to prioritize employee engagement as a critical factor in achieving organizational success. By fostering a culture that values and supports employees, providing opportunities for growth and development, and recognizing and rewarding employee contributions, organizations can improve employee engagement and ultimately improve their performance. Organizations generally view employee engagement as a critical component of their success. Engaged employees are more productive, more committed to the organization's goals, and less likely to leave the company. From an organizational perspective, employee engagement is seen as a way to increase job satisfaction, enhance employee well-being, and promote organizational effectiveness.

Organizations may use various strategies to promote employee engagement, such as providing opportunities for employee development and growth, offering competitive compensation and benefits packages, fostering a positive work environment and culture, and creating opportunities for employees to participate in decision-making processes. Additionally, many organizations prioritize regular communication and feedback with employees to help ensure they feel heard and valued. Overall, employee engagement is often viewed as a critical factor in promoting organizational success and achieving long-term sustainability.

Case 2: Interview of Shri. Prakash Kulkarni, DGM-HR Manager, Savita Oil Technologies Ltd., Silvassa

“Employee engagement is the Emotional commitment an employee has towards the Work, Organization and Organisational goals.”

-Prakash Kulkarni

Employee engagement is a critical factor in organizational success, fostering productivity, employee

satisfaction, and overall business performances. To gain insights into this vital aspect, the Researchers had the opportunity to conduct an interview with an experienced HR Manager, from Savita Oils, Mr. Prakash Kulkarni, who possesses a deep understanding of employee engagement strategies and practices. This review aims to summarize the key points discussed during the interview and provide an interpretation of their significance in enhancing employee engagement within an organization.

According to, Mr. Prakash Kulkarni, employee engagement is the emotional commitment an employee has towards their work, organization, and its goals. It involves a sense of purpose, enthusiasm, and dedication that drives employees to go the extra mile and contribute their best efforts. Mr. Prakash Kulkarni emphasized that a highly engaged workforce leads to numerous benefits, such as increased productivity, improved employee morale, reduced turnover rates, and enhanced customer satisfaction. Engaged employees are more likely to be proactive, innovative, and committed to achieving organizational objectives. During the interview, the HR Manager highlighted several key factors that influence employee engagement, including: Leadership, Communication, Recognition and Rewards, Development and Growth Opportunities etc. The Company has been providing extensive Simulation Training Techniques, apart from that KRA is maintained and Employee's performance is checked every six months and yearly basis, along with taking proper Safety measure by indulging Natural Calamity Disaster Management Department along with mandatory annual medical check-up. Mr. Prakash Kulkarni highlighted the point that they are focusing more into BETTER ENGAGEMENT rather EMPLOYEE ENGAGEMENT, for which there are various activities such as Mandatory Celebrations of all the Festivals, Annual Picnic, Sports Competitions, Birthday Celebrations, world environment day celebration, Yoga day celebrations and so on. The interview with the HR Manager provided valuable insights into the multifaceted nature of employee engagement. By implementing effective strategies and practices, organizations can foster a highly engaged workforce that drives productivity, innovation, and success.



Source: Based on Personal Interview

Source: Interview with Shri. Prakash Kulkarni, DGM-HR Manager, Savita Oil Technologies Ltd., Silvassa on 18th April. 2023

EMPLOYEE ENGAGEMENT

Influencing Factors

Employee engagement is an important part of Organisational success since it has a major impact on productivity, employee retention, and overall company performance. It refers to employees' emotional commitment and excitement for their work and the organisation for which they work. Several factors influence employee engagement, and Organisations must understand these elements in order to establish a great work environment and cultivate a motivated and engaged staff. Effective leadership is one of the key elements affecting employee engagement. An encouraging and supportive leadership style promotes open communication, establishes clear expectations and goals, and appreciates and celebrates employees' accomplishments. Employees are more likely to be engaged and driven to give their best effort to the company when they feel valued and supported by their leaders. Furthermore, a major factor in employee engagement is the availability of possibilities for professional development and progress. When there is a clear path for advancement and employees feel that their employer cares about their professional development, engagement among the workforce is higher. Increased training opportunities, mentorship possibilities, and internal promotions can all dramatically increase employee engagement.

Another important element in determining employee engagement levels is workplace culture. Employees feel a sense of belonging when the workplace has a pleasant, welcoming culture that encourages cooperation, teamwork, and respect for others. Employee

engagement and commitment to the success of the company are more likely when they feel safe and supported at work. Additionally important in affecting employee engagement are praise and rewards. Employee motivation and engagement levels can be greatly impacted by recognizing and celebrating their accomplishments and efforts, whether through monetary rewards or straightforward verbal appreciation. Recognizing good behaviour strengthens it and motivates workers to keep up their best work. The importance of work-life balance in today's workplace is rising. Employee engagement is higher in companies that value employee well-being and provide flexible work schedules or remote work choices. Employees are more likely to feel happy and devoted to their work when they have the freedom to balance their personal and professional obligations. In conclusion, employee engagement is a complex idea that is influenced by a number of variables. A highly engaged workforce is fostered by effective leadership, professional development opportunities, workplace culture, recognition, and work-life balance, among other factors. Prioritising these elements puts Organisations in a better position to build a motivated, dedicated, and successful team, which eventually results in greater performance and success.

Case 3: Interview of Shri. Durgesh Ojha, HR Manager, AYM Syntex Ltd., Silvassa

"Cultivating a positive work culture leads to better Employee Engagement."

-Durgesh Ojha

AYM Syntex Limited (formerly known as Welspun) with its innovative approach is a pioneer in spinning, texturizing, draw twisting and dyeing of

polyester and nylon yarns. A structured Interview was conducted to gain insights from HR Manager Mr. Durgesh Ojha. Based on the interview, it is evident that employee engagement is not merely a buzzword but a critical element for success of their organization. Mr. Durgesh Ojha, highlighted the importance of cultivating a positive work culture, driven by effective leadership, transparent communication, recognition, and opportunities for growth. By focusing on these aspects, their organization enhances employee engagement levels and reaps the associated benefits.

Mr. Durgesh Ojha believes that organizations should invest in leadership training programs to equip managers with the necessary skills to inspire and motivate their teams. Additionally, establishing robust communication channels, both formal and informal, is essential for fostering a sense of belonging and ensuring employees are informed and involved. Among various initiatives taken by the organization, its first initiative is Job Rotation, Performance Management and Skill Matrix. The organization's second initiative consists of all of its ongoing engagement activities, such as i) Sujhaav- in

which employees' creative ideas are encouraged with the ultimate goal of incorporating their input into decision-making, ii) Family visits, iii) NDM (Night Manager) the presence of an manager during night hours. iv) Promoting "25 years-wall of fame" which is a wonderful way to recognize employees who have worked for more than 25 years, a photo frame of those employees is displayed on the wall. v) Employee of the Day: it is daily awards, any one employee gets Rs 2,000 for completing given target, creating a strong sense of competition each and every day and similarly, Employee of the Week and Employee of the Month, with Rs 5,000 and Rs. 10,000, respectively.

The interview with the HR Manager provided valuable insights into the multifaceted nature of employee engagement. By implementing effective strategies and practices, organizations can foster a highly engaged workforce that drives productivity, innovation, and success. Creating a culture that values employees, provides growth opportunities, and encourages open communication is essential for enhancing employee engagement and reaping the associated benefits.



Source: Based on personal interview

Source: Interview with Shri. Durgesh Ojha, HR Manager, AYM Syntex Ltd., Silvassa on 26 April. 2023

EMPLOYEE ENGAGEMENT

Challenges Encountered

Employee engagement is an important part of Organisational success, but it is not without difficulties. One of the most significant challenges that employers confront is a lack of clear communication and feedback mechanisms. Employees are frequently disengaged from decision-making and are unaware of the company's aims and initiatives. This lack of openness can lead to a sense of

detachment and demotivation among employees, lowering their levels of engagement.

Another common concern is the topic of work-life balance. Employees often struggle to maintain a healthy balance between their personal and professional life in today's fast-paced and demanding work environment. Long working hours and high employer expectations can lead to burnout and a drop in engagement levels. Employees' engagement to the organisation may diminish

as their stress levels grow, affecting overall productivity and satisfaction.

Furthermore, a lack of possibilities for professional progression and development can have a substantial impact on employee engagement. When employees believe they have few prospects for promotion or skill enhancement, they may become alienated and seek opportunities elsewhere. Employees who believe their efforts are not recognised or appreciated may lose excitement for the organisation, resulting in lower morale and productivity. Employee engagement is also influenced by company culture, and its absence or toxicity can pose substantial issues. Disengagement and unhappiness can result from an unhealthy work atmosphere that lacks trust, collaboration, and support. Furthermore, a misalignment between the organization's values and those of its employees can result in a sense of detachment and decreased motivation to contribute to the company's success. The increase of remote work in recent years has presented new hurdles in retaining employee engagement. Because of the virtual nature of remote work, employees may experience emotions of isolation and detachment, affecting their sense of belonging and connection to the organisation. Hence, addressing employee engagement issues necessitates a diverse strategy. Organisations must prioritise improving communication and feedback mechanisms, supporting work-life balance, giving chances for advancement and recognition, cultivating a positive business culture, and devising novel strategies to retain engagement in remote work contexts. Employers may develop a more engaged and motivated workforce by actively tackling these barriers, leading to increased productivity, employee retention, and overall Organisational success.

Case 4: Interview of Shri. Debjyoti Das, HR Manager, Bluestar Ltd., Silvassa

“Bluestar is a Great place to work (GPTW) Status Company and we shall maintain the momentum.”

-Debjyoti Das

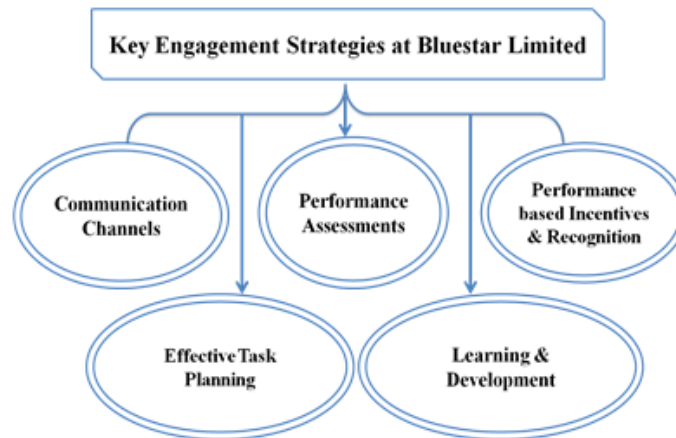
Bluestar Limited, a renowned organization in the Industry, places significant importance on employee engagement to foster a thriving and productive work environment. In the interview with the HR Head of Bluestar Limited, the Researchers explored the various strategies and initiatives employed by the company to enhance employee engagement. The HR department at Bluestar Limited follows a comprehensive approach that encompasses clear communication channels, effective task planning, financial meetings, performance assessments, feedback mechanisms, personal connections with shopfloor workers, well-defined key result areas (KRAs), performance-based incentives, recognition programs, Government-certified Great Place to Work (GPTW) status, learning and development modules, grievance handling

mechanisms, robust succession planning, and fostering informal communication among employees.

Bluestar Limited places immense emphasis on maintaining clear communication channels between employees and employers. Regular interactions are held to bridge any gaps and ensure that everyone remains informed about the organizational goals, strategies, and expectations. Additionally, inter-departmental daily planning sessions are conducted to align tasks and priorities for the following day, fostering teamwork and collaboration. The company recognizes the significance of financial meetings in discussing the annual business plan and connecting organizational objectives with functional departments. To evaluate individual and team performance, Bluestar Limited prepares quarterly performance reports, which provide a comprehensive overview of achievements, areas for improvement, and future goals. Feedback is actively encouraged from employees, allowing for constructive dialogue and continuous improvement. Bluestar Limited goes the extra mile to establish personal connections with shopfloor workers through the HR at the shopfloor scheme, where three HR members visit the shopfloor every Friday. This initiative aims to create a supportive environment, listen to grievances, and address concerns effectively.

To foster a performance-driven culture, Bluestar Limited sets key result areas (KRAs) for each employee based on well-defined parameters. Higher performance is duly recognized through a comprehensive system of incentives, rewards, and spot recognitions, motivating employees to strive for excellence. The organization's commitment to employee well-being is further exemplified by its Government-certified Great Place to Work (GPTW) status. Need-based training programs ensure that employees acquire the necessary skills and knowledge to excel in their roles. A robust grievance handling mechanism ensures that employee concerns are addressed promptly and transparently. This approach enables the organization to resolve conflicts effectively and maintain a harmonious work atmosphere.

Bluestar Limited emphasizes succession planning to cultivate future leaders within the organization. Regular rotation of successors occurs on a monthly basis, providing valuable exposure and opportunities for growth. The organization also conducts frequent surveys to gauge the employee engagement ratio, enabling continuous assessment and refinement of the strategies in place. Bluestar Limited's commitment to employee engagement is evident through its well-rounded approach. By implementing the Employee Engagement strategies, Bluestar Limited has created a dynamic and engaging work environment that nurtures employee growth, satisfaction, and productivity.



Source: Based on personal interview

Source: Interview with Shri. Debjyoti Das, HR Manager, Bluestar Ltd., Silvassa on 12th June 2023

Case 5: Interview of Shri. Abhishek Rane, HR Manager, Axtel Industries Ltd., Vadodara

“Engaged employees are more likely to contribute better for the organization.”

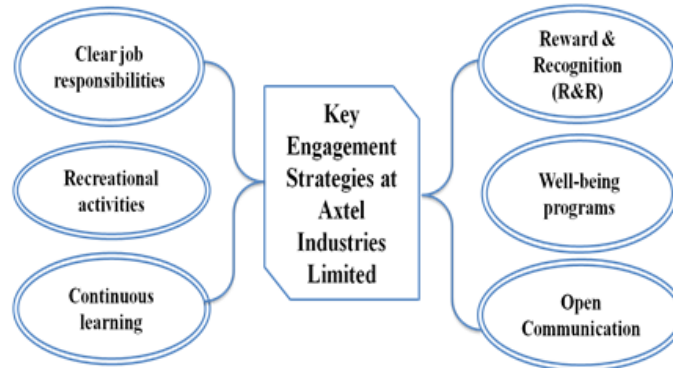
-Abhishek Rane

An structured interview that was conducted through online meeting mode, with Abhishek Rane, the HR Manager at Axtel Industries Limited, Vadodara. Axtel Industries Limited has created an environment conducive to employee engagement. The Company lays emphasis on the clear job responsibilities and awareness of key result areas (KRAs) among Employee. It ensures that employees have a comprehensive understanding of their roles and performance expectations. Scientific-based interviews and job analysis is adopted to identify the right talent for the organization, leading to the hiring of individuals who aligned with the company’s vision and values. One of the focal points discussed was the implementation of recreational activities such as cricket tournaments and staff picnics. These initiatives fostered a sense of companionship among employees and provided opportunities for team building and relaxation outside of work. It was evident that these activities played a significant role in enhancing employee morale and engagement.

The organization also recognizes the value of continuous learning and development. Axtel Industries Limited invested in employee training programs, workshops, seminars, and certifications to enhance their knowledge and skills. Collaboration and teamwork is also referred as essential components for success within the organization. Furthermore, Axtel Industries Limited lays a strong emphasis on work-life balance. The company provides flexible work arrangements, allowing employees to manage personal commitments alongside their

professional responsibilities. This approach demonstrated a genuine concern for employee well-being and contributed to higher levels of engagement and job satisfaction. The Interview also shed light on the significance of recognizing and rewarding employees for their contributions and achievements. A structured recognition program was implemented, encompassing monetary incentives, public acknowledgments, and opportunities for career advancement. This recognition strategy served as a motivator, encouraging employees to go above and beyond in their work. Effective communication and feedback mechanisms were established to ensure that employees have a voice within the organization.

Axtel Industries Limited demonstrates a strong commitment to employee growth and advancement. The organization has a well-defined career progression plan in place and actively encourages employees to take on challenging assignments and responsibilities. Mentorship program is also provided to support employees in their professional journeys, fostering a culture of continuous learning and development. The organization also prioritizes employee well-being by implementing wellness programs and initiatives. Overall, the interview with Abhishek Rane highlighted the organizational perspective on the importance of employee engagement at Axtel Industries Limited. The company’s initiatives, including recreational activities, clear job responsibilities, continuous learning, work-life balance, recognition and rewards, effective communication, employee growth, and well-being programs, emphasized the significance of creating a supportive and engaging work culture. Axtel Industries Limited recognized that engaged employees are more likely to contribute innovative ideas, enhance productivity, and contribute to the long-term success of the organization.



Source: Based on personal interview

Source: Interview with Shri. Abhishek Rane, HR Manager, Axtel Industries Ltd., Vadodara on 1st July 2023

VI. CONCLUSION

Employee engagement is a crucial factor that directly impacts an organization's success and growth. The study revealed that organizations with high employee engagement experienced several positive outcomes, such as increased productivity, reduced absenteeism, lower turnover rates, and enhanced employee satisfaction. Key drivers of employee engagement were found to be supportive leadership, transparent communication, meaningful recognition, skill development opportunities, and a healthy work environment. Organizations can benefit from the findings of this study by implementing effective employee engagement practices that lead to higher productivity, employee satisfaction, and overall business success. The Researchers have interviewed the 5 Industry representatives and the inferences shall benefit the readers of the study. The Organisations at large record various practices for engaging employees. As per the learning from the study the authors conclude with the

following Employee Engagement practices: Task Allocation / Task Orientation, Employee development, Career Development Engagements, Recreation & Entertainment avenues for Employees, Regular Communication with Employees (Feedback Mechanism), Emphasize Employee Health and Wellness etc. Employee engagement is important keeping in mind the end goal to shape a better future for the Organisation.

FUTURE SCOPE OF THE STUDY

The current study is focusing on generating literature for future studies and the Primary data in the form of Interviews is helping to create a perspective towards Employee Engagements. The future scope of such studies could be in the form of massive Primary data collection through surveys with more Companies across Industries. Also, region wise study on the theme of Employee Engagement may further have implications.

Summary of Interviews

Sr. No.	Name of the Industry Representative	Company Name
1.	Shri. Vashishtha Dave, HR Manager	Huhtamaki India Ltd., Silvassa
2.	Shri. Prakash Kulkarni, DGM-HR Manager	Savita Oil Technologies Ltd., Silvassa
3.	Shri. Durgesh Ojha, HR Manager	AYM Syntex Ltd., Silvassa
4.	Mr. Debjyoti Das, HR Manager	Bluestar Ltd., Silvassa
5.	Mr. Abhishek Rane, HR Manager	Axtel Industries Ltd., Vadodara

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