



A STUDY ON EMPLOYEE ENGAGEMENT PRACTICES: A CASE APPROACH

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Abstract

Employee Engagement is just as critical for both workers and additionally the business. All real associations concur that there is an association between employee engagement and productivity increment through engaging employees in the workplace which prompts increment in yield, expanded deals, purchaser joy, and representative maintenance. Employee engagement is imperative keeping in mind the end goal to shape an enthusiastic association in the middle of representatives and the organization which affects their state of mind towards the organization's customers, and along these lines, it also enhances consumer loyalty and administration levels.

This paper attempts to understand the concept and significance of Employee engagement. It further aims to present the case of Sidmak Laboratories (I) Pvt. Ltd. with reference to the Employee Engagement Practices. A Case study approach was conducted with the help of an independent study done at Sidmak Laboratories by the Researcher as an Internship project. Employee Engagement is pretty essential for Human Resources, an engaged employee potentially performs better than a non-engaged employee. Various engagement practices at the Organisation helps the Human Resources to engage further and contribute better.

Key Words: *Employee Engagement, Employee Engagement Practices, HRM, Training & Development, Employee Satisfaction.*



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Introduction

Individual and organizational success are both dependent on employee engagement. There is a common belief that there is a correlation between individual-level employee engagement and business outcomes. Employee satisfaction, organizational success, and financial performance are all predicted by employee engagement.

Representative Engagement is just as critical for both workers and additionally the business. All real associations concur that there is an association between worker engagement and productivity increment through engaging employees in the workplace which prompts increment in yield, expanded deals, purchaser joy, and representative maintenance.

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 behaviours notwithstanding what they think about their employment.

Objectives of the Study

The Researcher has considered the following objectives:

1. To understand the concept and significance of Employee engagement.
2. To present the case of Sidmak Laboratories (I) Pvt. Ltd. with reference to the Employee Engagement Practices.

Research Methodology

- **Type of the Research:** Exploratory & Descriptive Study
- **Data Analysis:** Secondary Data
- **Scope of the Study:** The Researcher has conducted an Internship project at Sidmak Laboratories and the inferences are cited as a Case approach in this paper.
- **Limitation of the Study:** The Researcher has presented inferences based on a Case and general observation of Employee engagement at the various companies through secondary data, this may be limitation to the study as the inferences are indicative in nature rather exhaustive.

Literature Review

1. The Study on the Drivers of Employee Engagement Impacting Employee Performance conducted by Madhura Bedarkar, and Deepika Pandita state that Employee Engagement is seen as a powerful source of competitive advantage for companies in turbulent times. A study explores the concept of employee engagement and sheds light on key drivers of engagement by analyzing three drivers, namely communication, physical and mental well-being, and organizational culture. The Human Resources (HR) function has made the transition from 'behind-the-scenes' support to becoming a strategic partner in the business.

But what is less commonly recognized is that employees want to feel that they are contributing in a positive way to something larger than themselves.

2. A study on the effectiveness of employee engagement conducted by Dr. L. Leo Franklin aims to assess the effectiveness of employee engagement activities within an organization, as well as their impact on the organization's bottom line. Employee engagement can be revealed in several ways, including a 'pulse' to annual surveys, an increase in the number of employee referrals, and growth in productivity and business. Employee engagement in an organization is closely related to the ability of an organization to manage its employees and their ability to manage high-performance levels. The key ingredients of an engaged employee seem to be a display of emotional involvement in what he does, and pride in the place he works.
3. Employee engagement and its impact on organizational success— a study in a manufacturing company conducted by Dr. Pratima Sarangi, and Dr. Bhagirathi Nastateates that Employee engagement is the devotion, passion of employees, and effective leadership skills with support from the top management the employees. Good employee engagement is only going to happen if employees feel positive and strong about their relationship with their boss. Communication is important in any relationship and managers need to communicate a clear picture of what they want from employees. Leaders need to clarify expectations about employees and provide constructive feedback on their functioning in the organization and how that fits into the entire picture of the company. If an employee doesn't have a clear vision of not only their job but the goal of the firm and its entire picture, there will be tension between employees and management.
4. Employee Engagement: A Review Paper on Factors Affecting Employee Engagement This Study was conducted by Arti Chandani, Mita Mehta, Akanksha Mall and Washwee Khokhar, which states that engaged employee produces results and is the ambassador of the company at all times. Employee turnover has taken different sectors of the industry by storm, as employees are found to be constantly switching jobs, thus causing high attrition rates. An engaged employee can be achieved only when an employer offers an implicit contract to engage them. An employee who is not engaged is seen to be participating but not with passion and energy towards the organization's common goal. Engagement can also be found to have three different facets: intellectual engagement, affective engagement, or feeling positive about performing one's job, and social engagement.

5. A Study on Employee Engagement in an IT Company conducted by S. Purushothaman and E. Kaviya explains that Employees who are engaged in their job and committed to their firm give the firm better competitive advantages as well as higher productivity. Every business is made up of people, which are human resources. An engaged, happy workplace can affect customer retention, the hiring of key talent, and the ability to attract new customers. Some of the factors of engagement are working conditions, superior support, co-worker support, career growth, and rewards and recognition.
6. To study of employee engagement and its impact on employee performance was conducted by Pragati Jayantibhai Vasani and Vaishali Vishwanathan Pillai states the level of commitment and involvement that an employee has towards their organization and its values. When an employee is engaged, he is aware of business content and works with others to improve performance to benefit the organization. This study is concerned with identifying the positive factors that contribute to making an employee an engaged employee. Employee engagement can increase the connection of employees with the organization and help in identifying and conveying expectations to each other. This leads to clarity in communicating a clear vision. Builds trust and cooperation among the members of the team and in the organization. The organization can provide training to all the employees and communicate the goals, strategies, and policies to the employees.
7. Factors Influencing Employee Engagement: A Study of Sana University this study tries to determine the main factors that affect the degree of employees' engagement within a company. The three main factors are employee communication, rewards and recognition, and employee development. Employee engagement aims to create a good working environment for employees while boosting communication and interaction with their work and assisting them to complete their tasks effectively and efficiently. Human Resources Management (HRM) creates more value for the organization's overall success. Once staff engagement has been introduced and its positive impact is felt in a section or department in an organization, it should, therefore, be replicated and established in the other sections of the organization.
8. The Employee Engagement: Types, Levels, And Relationship with Practice of HRM conducted by Daiva Budriene, Dtheanuta Diskiene states that every organization needs to make the best use of its human resources to attain a competitive advantage within the

market. High levels of engagement promote retention of talent, foster client loyalty, and improve organizational performance and stakeholder value. Employees are the most powerful contributors to an organization's competitive position. Employers should establish the simplest way to utilize their talent. Employee engagement should be a continuous method of learning, improvement, measurement, and action. Raising and maintaining employee engagement lies within the hands of an organization and needs a perfect blend of time, effort, commitment, and investment.

9. **Factors Influencing Employee Engagement: A Study of Diverse Workforce** this study was conducted by Soni Agrawal and it stated that employee engagement is a complex and challenging goal for an organization. An engagement-friendly culture is effective because it considers the value of a multi-generational and multi-cultural workforce. A specific emphasis is given to understanding Generation Y's specific traits, desires, and expectations that are found vital in today's context. The meaning of engagement is understood as an act of participating or a state of being engaged. There is no one size fits all answer, but success is achieved if one understands the importance of engagement and moves beyond defined rules. Thus, it has both attitudinal and behavioural parts.
10. **The Study of Employee Engagement Models to Build New Business Approaches** was conducted by Poonam Abhijit Rawat and Dr. Anand B. Dadas suggest that organizations should take care of their employees and provide an atmosphere where they should feel valued and involved in the work. Dealing with employee engagement is nothing but successfully handling the complex feelings, emotions, and psychological state of the employees' minds. An imbalance in the 'effort-reward or 'work-life' would generate higher stress among the employees that may lead to burnout and further staff turnover in the organization. Engagement, as the opposite of burnout, is characterized by energy, involvement, and efficacy. It refers to a positive, fulfilling, work-related state of mind that is characterized by personal involvement with one's job.
11. In the book, **Employee Engagement and HR Initiatives**, the author B.N. Mishra, S.K. Tripathy explains Employee engagement as the relationship between an employer and their employees, working conditions, proper treatment of employees, increasing growth opportunities, and flexible working practices. Employee engagement is very vital for the success of any organization as it enables it to find and retain talented employees who may be easy targets for other similar organizations. This would be catastrophic for the

organization because it would reduce its profitability and innovation. Factors Fostering Employee Engagement:

- Team Work
- Pleasant Working Conditions
- Considerate Treatment of Employees
- Growth Opportunities
- Flexible Working Practices
- Good Leadership and Management Practices

12. In the book Personnel Management by C.B. Mamoria, V.S.P. Rao explains that Employee Engagement is nothing but motivating employees to give their best to the company, rising to every challenge and deliberately delivering excellent results. Most organizations today realize that a satisfied employee is not necessarily the best in terms of loyalty and productivity. Thus, an engaged employee who is intellectually and emotionally bound to the organization feels passionate about its goals, and is committed to its values can be termed an employee.

Employee Engagement: Concept & Significance

The theme of Employee engagement is a complex equation that reflects each person's unique and personal relationship with work. This may be defined as any action that aims to keep employees focused on their organization and their job while also rewarding them for their dedication to the company. To various associations, the phrase means different things. Some equate it to job satisfaction, while others compare it to measuring a representative's enthusiastic commitment to their company.

Worker engagement entails a variety of tactics that aim to integrate an employee's work ethics and culture with the organization's vision and objective. Employees that are engaged understand the objective and take personal responsibility for helping consumers. They are invested in their job and enthusiastic about the company.

The wind of employee engagement caught up in India with the advent of new Economic Policies in the 1990s when the economy was thrown open to a foreign organization and norms for starting a new venture were relaxed. From then a new work culture has started and the race started for getting a talented workforce and then retaining them. As India was in shortage of skilled labour force, it became imperative for an organization to put their hands on a talented workforce.

Also, employers should get their team involved in all aspects of their business which helps them to learn in a better way. There is no single technique for drawing in representatives in their work and the organization. Rather, several basic parts add to engagement, for example, workplace connections, the workload, the measure of control inside of the work put, support, saw decency in the work spot, the prize and acknowledgement structure, and capacity to have significant and esteemed work.

Exhibit: 1 – List Of Employee Engagement Activities Experienced By The Organisations

Company – 1: Reliance General Insurance

- **Sports and Wellness** – R Health Circle, Go-Fit, Reliance Cricket Champions League, Fitness Friday.
- **Fun at Work** – Family Connect, Take a Break (TAB), Birthday Celebrations.
- **CEO Webcast** – Reliance General Insurance believe in open and transparent work culture. This is best displayed through their CEO Webcast where the CEO helms a webcast at the end of each quarter in presence of the entire leadership team, to openly discuss strategic decisions and plans that may impact jobs or skills that will be required in future. The webcast facilitates two-way communication between employees across the country and leadership through an open live Q&A session.

Source: <https://www.reliancegeneral.co.in/Insurance/Careers/employee-engagement.html>

Company – 2: Netflix

- **Unlimited Personal Time Off** - Unlimited paid time off means that Netflix employees take off as much time as they need. This shows trust in employees and keeps them targeted on productivity and results instead of simply punching the clock.
- **Work, Not Drive Initiative** - Netflix partnered with ridesharing services to give employees a head start on their work. rather than spending time driving, team members will take away as they're essentially chauffeured throughout their commute
- **Top of Market-Based Salaries** - To make sure their employees have competitive salaries, Netflix offers Personal top of Market salaries, which suggests every employee's salary is adjusted to remain fair as market values shift.

Source: <https://snacknation.com/blog/employee-engagement-companies/>

Company – 3: Spotify

- **Spotify On Tour** - Spotify employees can be a part of their colleagues on trips to trade events and festivals.

- **Global Parental Leave** - Spotify offers paid leave for up to six months for all new parents.
- **All The Feels** – Spotify has its employee assistance program and self-care hub, dedicated entirely to employee engagement, satisfaction, and well-being.

Source: <https://snacknation.com/blog/employee-engagement-companies/>

Company – 4: Google

- **Knowing Employees Well** – Google has conducted four separate experiments with 700 participants where they spent time getting to know the employees on a deeper level. They found that catering to the individuals increased happiness, which also boosted productivity by 12%.

Source: <https://snacknation.com/blog/employee-engagement-companies/>

Company – 5: Dominos

- **Profit-Sharing** - Domino's gives its employees a beneficial interest in the company's success. Employees enjoy profit sharing and other performance-based incentives.

Source: <https://snacknation.com/blog/employee-engagement-companies/>

Company – 6: Amazon

- **Open Door Philosophy** - Amazon has an open-door policy, which means they welcome and encourage any employee to discuss suggestions, concerns, or feedback with their manager, a Human Resources team member, or any member of Amazon's leadership team.

Source: <https://sustainability.aboutamazon.com/people/employees/engagement>

Company – 7: Godrej

- **Careers 2.0** - The Careers 2.0 programme by Godrej targets women professionals in an attempt to ease their transition back into the workforce post a break in their career. This programme is available for women having an experience of at least two years and who have taken a continuous career break of six or more months. They recognise the difficulty in rejoining the workforce post a lengthy break and offer various live business projects on a flex/part-time basis to aid employees in re-finding their footing in the organisation.

Source: https://www.godrejcp.com/public/uploads/sustainability_reports/2016

Company – 8: Reliance Industries Limited

Reliance Family Day - RFD, is one of the largest corporate events in India which honours the birth anniversary of Reliance Founder and Chairman Mr Dhirubhai Ambani. As part of the celebrations, a variety of indoor and outdoor events are planned for employees and their

families both before and during the event. Additionally, several awareness programmes are run together with blood donation camps.

Source: <https://www.ril.com/Careers/WorkingatRelianceGroup.aspx>

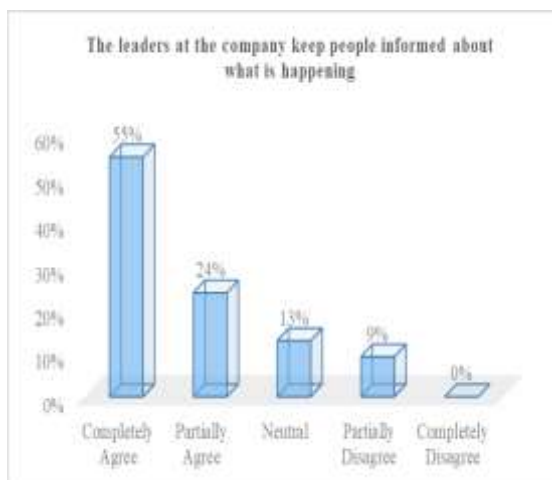
Case Of Sidmak Laboratories

Analysis Of Data Collected

Sidmak Laboratories (India) PVT. LTD. is a pharmaceutical company having manufacturing facilities in Gujarat and Uttarakhand in India. The plants are approved by W.H.O as per drug GMP guidelines and local FDA as per the Drug and Cosmetic Act. The company has expertise in the manufacture of modified released solid and oral dosage forms. Sidmak produces both pharmaceuticals as well as nutraceutical products.

Pharmaceutical products include anti-anginal, analgesic, anti-diabetic, multivitamin tablets, and capsules. Many of these are in modified release dosage forms. The company develops a variety of nutraceutical and dietary supplement products, which are exported to highly sophisticated developed markets in Europe and the USA.

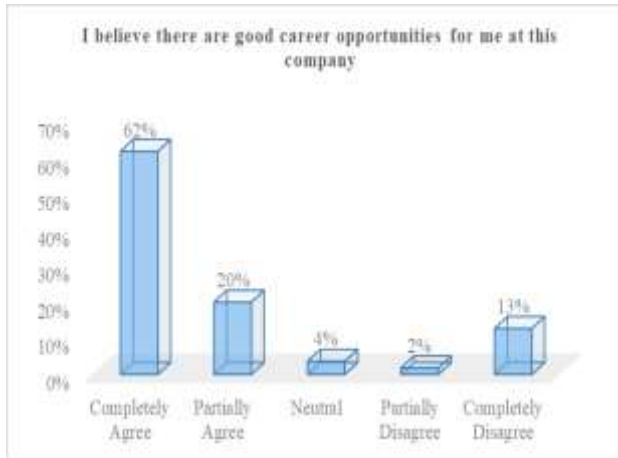
The Researcher had conducted an Internship at Sidmak with the Title - A study conducted with respect to employee engagement at Sidmak laboratories (India) Pvt. Ltd. The major aim of the study was to analyze the Employee Engagement practices at SIDMAK LABORATORIES (INDIA) PVT. LTD. It is an Exploratory & Descriptive Study conducted with the help of Primary Data and Secondary Data. The Convenience Sampling technique was adopted to collect data from 55 Employees out of the total strength of 300.



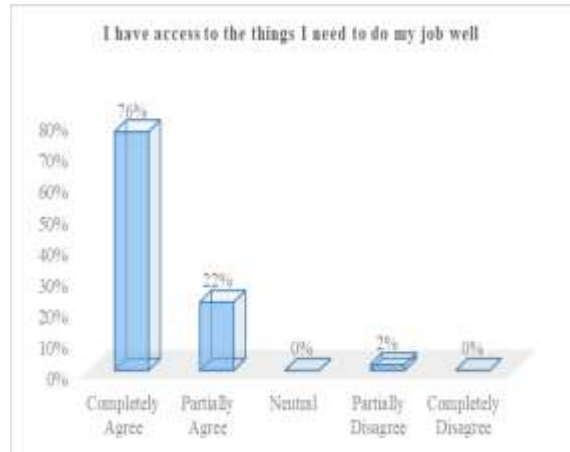
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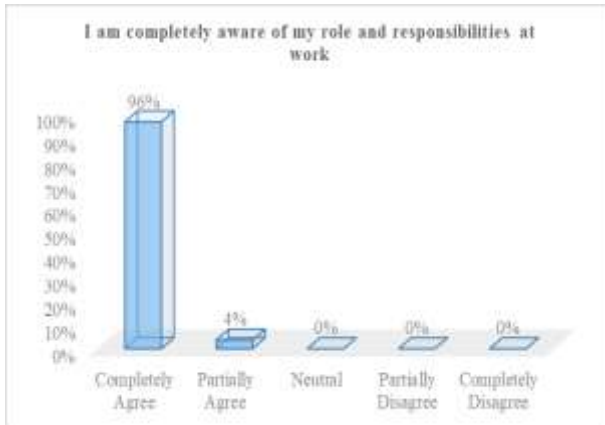
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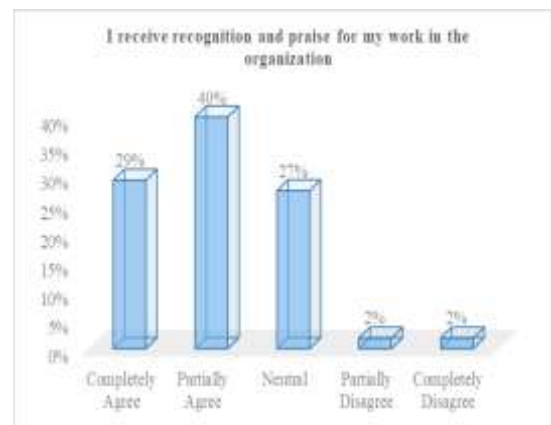
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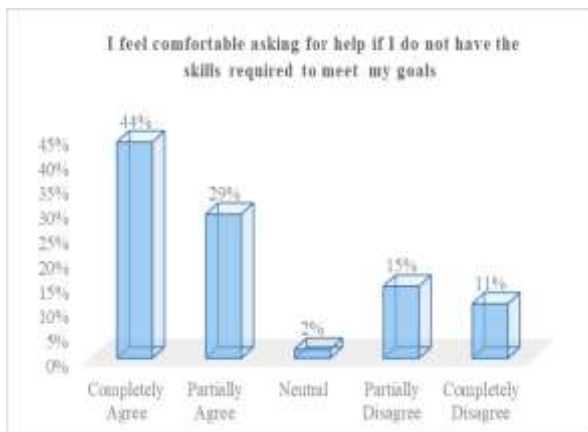
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Graph No. 5



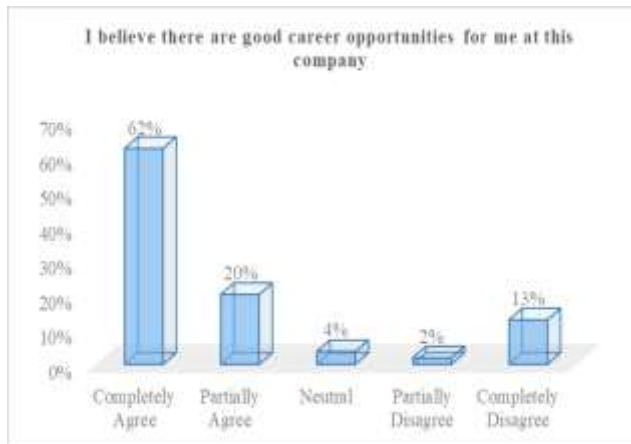
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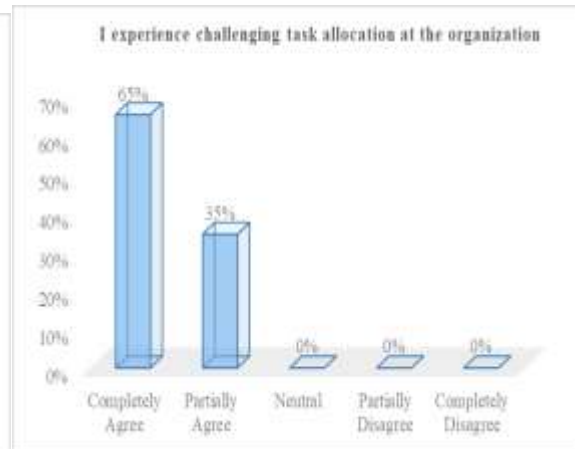
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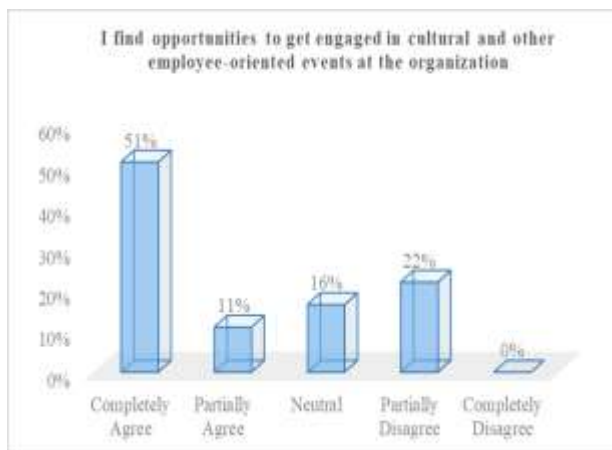
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Graph No. 9



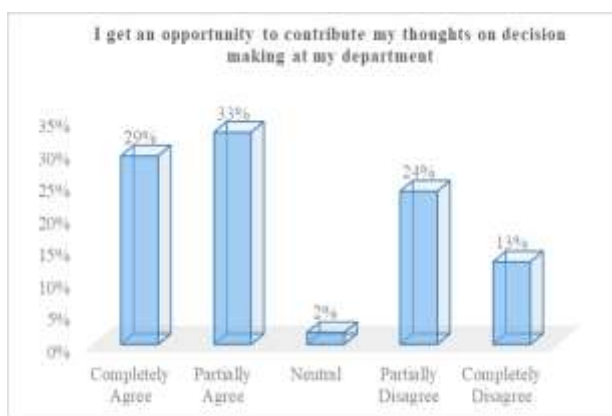
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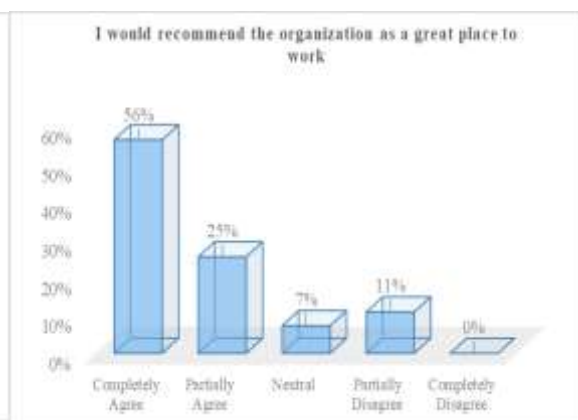
Graph No. 11



Graph No. 12



Graph No. 13



Graph No. 14

Findings

1. The Researcher finds that a huge majority i.e., approx. 79% of the respondents are agreeing with the point that the Leaders at the company keep them aware of the happenings. (Ref.: Graph No. 1)
2. The Study grants that the majority of the respondents i.e., approx. 87% agree with the point that the organization's policies are explained properly to all the employees. (Ref.: Graph No. 3)
3. The Analysis states that a huge majority of the respondents i.e., approx. 98% agree with the point that the employees have access to the things which they need to do their job well. This shows that the organization always make sure that the employees have all the facilities available for their employees to perform their job well. (Ref.: Graph No. 4)
4. The Research states that a majority of the respondents i.e., approx. 100% agree that they are completely aware of their role and responsibilities at work. This shows that the organisation clearly defines the job profile of every employee. (Ref.: Graph No. 5)
5. The Study leads to the finding that the majority of respondents i.e., approx. 73% agree that the employees at the organisation feel comfortable asking for help if they do not have the skills required to meet their goals. This leads to the understanding that a learning-oriented culture is prevailing in the Organisation. (Ref.: Graph No. 7)
6. The Analysis states that a huge majority of respondents i.e., approx. 97% of the respondents agree that the organization's mission consistently inspires the employees to do their best work. This states that the organisation's mission statement is such it inspires and motivates the employees and increases their productivity at work. (Ref.: Graph No. 8)
7. The Study grants that the majority of respondents i.e., 82% agree with the point that there are good career opportunities for the employees at the company. This shows that the organisation wants that their employees should grow with the company and have a good career so they plan it for them (Ref.: Graph No. 9)
8. The Analysis states that a huge majority of the respondents i.e., 100% agree to the point that they experience challenging task allocation at the organization. This states that the employees are given challenging tasks at the organisation so that they are always engaged in their work. (Ref.: Graph No. 10)
9. The Researcher finds that the majority of the respondents i.e., approx. 62% are agreeing that they find opportunities to get engaged in cultural and other employee-oriented events

at the organization. This shows that employee engagement practices are being carried out in the organisation. (Ref.: Graph No. 11)

- 10.** The Study leads to the finding that a huge majority i.e., approx. 81% of the respondents will recommend the organization as a great place to work. The Researcher gathers that the work environment of the organisation is good and employees are happy working for the organisation. (Ref.: Graph No. 14)

Conclusion

Employee Engagement, commonly known as worker engagement, is a management concept in the workplace. An "engaged employee" is involved in and excited about their work, and consequently acts in the best interests of their company. 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:

List of Engagement Practices concluded as per the Researcher's understanding:

- Challenging Task Allocation / Task Orientation
- Employee Grooming (T & D Practices)
- Career Development Engagements
- Recreation & Entertainment avenues for Employees (Birthdays, Festivities, Cultural, Sports etc.)
- Regular Communication with Employees (One-on-one meetings, Leadership roundtables)
- Emphasize Employee Health and Wellness (Good workplace health and wellness program)

The author further concludes that Employee Engagement is an essential virtue for Organisations. The better, one engages the Employees, the better will be the results and eventually better will be Organisational performance. One of the finest resultant aspects of Employee Engagement is Employee Satisfaction. Hence the Author finally learns from the Paper and concludes that to aim a better Employees Satisfaction, effective Employee Engagement Activities have to be considered.

Future Scope of the Study

The Current study states understanding on the Employee Engagement Practices with special reference to the case of Sidmak Labs. Also, it states inferences & examples of a few selected Organisations. Primarily this paper is resultant exercise of Secondary data Collection. The future scope of the study prompts adoptions of Primary Data with selected companies out of the selected Industries resulting into a comparative analysis.

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