



A STUDY ON EMPLOYEE ENGAGEMENT STRATEGIES WITH REFERENCE TO DADRA & NAGAR HAVELI (DNH)

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Paper Received On: 20 MAR 2026

Peer Reviewed On: 24 APRIL 2026

Published On: 01 MAY 2026

Abstract

Employee engagement plays a vital role in improving organizational performance, employee satisfaction, and long-term business success. This study focuses on understanding employee engagement strategies with reference to organizations in Dadra and Nagar Haveli. The main objectives of the study are to understand the concept of employee engagement and to analyze employees' perceptions regarding engagement practices within the organization. The research follows an exploratory and descriptive research design. Primary data was collected through a structured questionnaire from employees and managers. A total of 81 respondents were selected using the random sampling method. The collected data was analyzed using statistical tools such as percentage, mean, median, mode, and standard deviation, along with graphical representations like bar charts and pie charts. The findings reveal that employees clearly understand their roles and responsibilities and feel proud to be a part of their organization, indicating strong alignment and organizational commitment. However, areas such as work-life balance, training and development opportunities, and employee engagement initiatives received comparatively lower scores, suggesting the need for improvement. The results also highlight that communication transparency, recognition, and motivation are moderately positive but still have scope for enhancement. The study concludes that while the organization has a committed and motivated workforce, management should focus on improving work-life balance, strengthening training programs, and implementing better recognition systems to enhance employee engagement. Effective engagement strategies can help organizations improve productivity, employee satisfaction, and long-term organizational growth.

Key Words- Engagement, Motivation. Growth, Productivity etc

Introduction:

Employee engagement refers to the emotional commitment and level of involvement an employee has towards their work and the organization. Engaged employees are motivated, enthusiastic, and dedicated to contributing to the success of the company. They go beyond just completing tasks, showing initiative, creativity, and a sense of ownership in their roles.

Organizations that focus on employee engagement benefit from higher productivity, reduced turnover, and improved workplace culture. When employees feel valued, recognized, and supported, they are more likely to perform at their best and remain loyal to the organization. Thus, employee engagement is a key driver of both individual satisfaction and organizational growth.

Meaning of Employee Engagement:

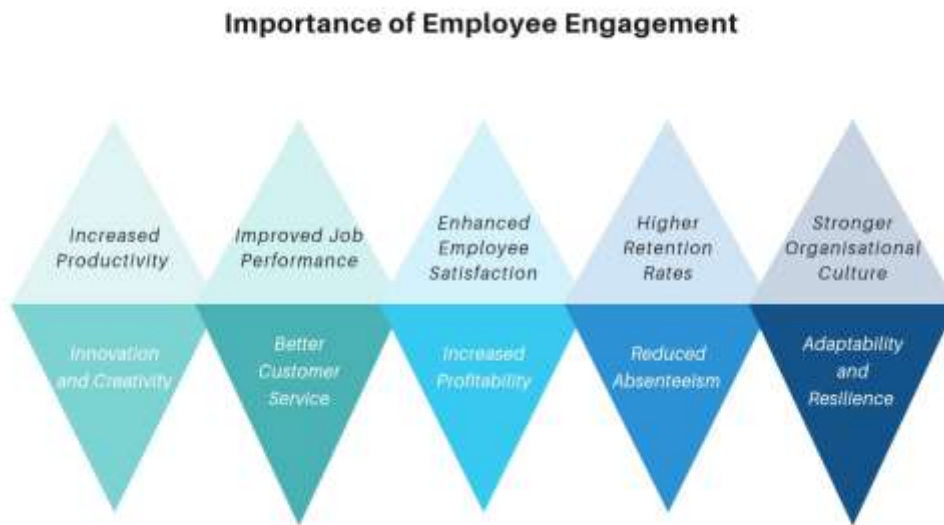
Employee engagement is a workplace approach resulting in the right conditions for all members of an organization to give of their best each day, committed to their organization's goals and values, motivated to contribute to organizational success, with an enhanced sense of their own well-being.

Objectives of Employee Engagement:



- **Enhancing Job Satisfaction:**
Making employees feel happy and fulfilled in their roles by providing meaningful work and a positive environment.
- **Fostering Career Development:**
Supporting employees' growth through training, skill development, promotions, and learning opportunities.
- **Strengthening Communication:**
Ensuring open, clear, and honest communication between employees and management builds trust.
- **Promoting Work-Life Balance:**
Helping employees balance work and personal life through flexible hours, leave policies, and manageable workloads.
- **Building Recognition and Appreciation:**
Acknowledging and rewarding employees' efforts and achievements boosts motivation and morale.
- **Encouraging Employee Involvement:**
Involving employees in decision-making and problem-solving increases ownership and commitment.
- **Improving Team Collaboration:**
Promoting teamwork and cooperation allows employees to work together effectively toward common goals.
- **Promoting Diversity and Inclusion:**
Creating a workplace where people from different backgrounds feel respected, valued, and included.
- **Offering Competitive Compensation:**
Providing fair salaries, incentives, and benefits attracts, motivates, and retains employees.
- **Reducing Absenteeism:**
Improving engagement and job satisfaction decreases frequent employee absences.
- **Mental Health Initiatives:**
Supporting employees' mental well-being through counseling, stress management programs, and a supportive culture.

Importance of Employee Engagement:



Strategies to Improve Employee Engagement:

Effective Strategies to Improve Employee Engagement



Benefits of Employee Engagement:



REVIEW OF LITERATURE:

(Kasinathan & Rajee, A Study on Employee Engagement, 2011) Employee engagement is key to a company's success. It shows how committed, involved and emotionally connected employees are to their work and the organization. Engaged employees use their full potential, work well with others and stay loyal. The author highlights the importance of recognizing employee contributions, offering meaningful work and providing proper motivation and benefits to attract, keep and inspire talent. We understand that organizations need to value their employees, support their personal and professional needs and foster an engaging work environment to achieve better performance, satisfaction and long-term growth.

(Gupta J. , 2016)The author points out that keeping employees engaged is essential for Indian multinational companies aiming to boost retention, productivity and overall success. When organizations focus on strong leadership, a supportive work environment, chances for career growth, regular recognition and programs that support employee well-being, they create workplaces where people want to stay and do their best work. The study shows that when employees feel truly engaged, they are more likely to be committed, satisfied and loyal. Ultimately, employee engagement goes beyond being just another HR program it is a powerful strategy that enables Indian MNCs to build a stable and motivated workforce, setting the stage for sustained growth and global competitiveness.

(Mounika & Pavani, 2020)The author explains that employee engagement is an important emotional and psychological bond between employees and the organization. This connection directly impacts performance, productivity, and success. Engaged employees are enthusiastic, committed, and willing to exceed their basic duties. In contrast, disengaged employees can harm outcomes. The author highlights the importance of effective communication, trust, recognition, and strong managerial support in promoting engagement. We see that employee engagement is not a one-time effort; it is an ongoing process. It requires understanding employee needs, keeping communication open, and investing time and resources to create a motivated, loyal, and high-performing workforce.

(Dr.B.Saipriya, 2020)The author describes employee engagement as showing the quality of the relationship between employees and the organization itself, which highly influences organizational productivity and success. The engaged employee shows enthusiasm, commitment, and thus contributes positively towards organizational development, whereas a disengaged employee damages performance and reputation. The study identified supportive work environment and work-life balance as important factors that influence engagement level. From here, it is very clear that employee engagement should be regarded as an important component of organizational development in terms of improving productivity, building a positive image of the organization, and ensuring long-term organizational development.

(Khurape, Mardhekar, & Punse, 2019)The author has stressed that employee engagement is one of the drivers of organizational outcome, particularly when the environment is dynamic and competitive and thus employee mobility is high. The engaged employees are motivated, committed, and emotionally attached to their job and organizations, which helps in improving performance, productivity, and goal accomplishment. The author has pointed out that factors like strategic alignment, leadership trust, work culture, and positive work environment decide engagement. From this, we learn that organizations must not only hire talented employees but also effectively channel their energy, skills, and commitment to create a win-win situation that enhances retention, engagement, and long-term organizational growth.

(Sharma & Patel, 2013)It engages the employees to work beyond their basic duties, contribute to achieving organizational outcomes, and act as brand ambassadors, enabling organizations to pursue high performance, employee retention, and business sustainability, specifically in times of economic decline. According to the study, generally, motivation,

recognition, managerial support, and belief of employees in their abilities and organization are the engaging factors. We find from this that through effective practices of employee engagement, one is able to create trust, boost morale, increase customer satisfaction, and ensure the long-term success of an organization.

Objectives of the Study:

The Authors have considered the following objectives for the study:

- To Understand the Concept of Employee Engagement.
- To Study the Perception of Employee Regarding Employee Engagement Practices

Research Methodology:

Primary Data: Data is collected using a structured questionnaire designed to assess Employee Engagement strategies and drivers

Research Design: Exploratory and Descriptive

Sample population: Population of Employees and Managers

Sample size: 81

Sampling method: Random Sampling

Analysis tools & Method:

Statistical Analysis (using percentage, Mean, mode etc)

Graphical Representation (Bar charts and Pie charts)

Data Analysis;

Parameters	Strongly Agree	Agree	Natural	Disagree	Strongly Disagree	Total
I feel motivated to give my best at work.	33	21	14	8	5	81
I clearly understand my roles and responsibilities.	37	29	12	1	2	81
My company provides adequate training and development opportunities.	25	17	23	5	11	81
I feel recognized and appreciated for my performance.	32	19	12	14	4	81
I have a good work - life balance in this organization.	22	20	18	6	15	81
Communication between employees and management is transparent.	31	21	17	7	5	81

I am satisfied with the employee engagement initiatives provide by the company.	28	27	2	8	16	81
I see opportunities for career growth and advancement here.	30	26	9	13	3	81
I feel proud to be a part of Organization	37	29	13	0	2	81

Parameters	Mean (\bar{x})	Median	Mode	Std Dev (σ)
Motivation at work	3.85	4	5	1.19
Roles & Responsibilities	4.23	4	5	0.96
Training & Development	3.49	3	5	1.34
Recognition & Appreciation	3.75	4	5	1.25
Work-Life Balance	3.35	4	5	1.43
Communication Transparency	3.81	4	5	1.22
Engagement Initiatives	3.53	4	5	1.45
Career Growth	3.83	4	5	1.15
Pride in Company	4.22	4	5	0.98

Highest Scoring Area: "I clearly understand my roles and responsibilities" and "I feel proud to be a part of organization both have the highest means (4.23 and 4.22), indicating strong employee alignment and company pride.

Lowest Scoring Area: "I have a good work-life balance" has the lowest mean (3.35) and a high standard deviation, suggesting that experiences vary significantly among employees and may need management's attention.

Mode: The mode for every single parameter is 5 (Strongly Agree). This shows that the most frequent response across the board is highly positive.

Consistency: "Roles and Responsibilities" has the lowest standard deviation (0.96), meaning employees are most "in agreement" on this specific topic.

Findings : Summary of Results

Parameter	Mean Score (\bar{x})
Roles & Responsibilities	4.23
Pride in Company	4.22
Motivation at work	3.85
Career Growth	3.83
Communication Transparency	3.81

Recognition & Appreciation	3.75
Engagement Initiatives	3.53
Training & Development	3.49
Work-Life Balance	3.35

1. Core Strengths: Clarity and Pride

The organization excels in defining what is expected of its employees and fostering a sense of belonging.

- **High Alignment:** The highest mean score (**4.23**) belongs to **Roles and Responsibilities**. With a very low standard deviation (**0.96**), this indicates that almost all employees have a clear, consistent understanding of their jobs.
- **Organizational Loyalty:** The statement "I feel proud to be a part of Parkson's Packaging" scored a high mean of **4.22**. This suggests a strong brand identity and high internal reputation among the staff.

2. Potential Risk Areas: Work-Life Balance and Training

While the overall sentiment is positive, certain parameters show more "noise" or lower satisfaction in the data.

- **Work-Life Balance:** This parameter yielded the lowest mean (**3.35**) and the highest variance in responses. The high standard deviation (**1.43**) suggests that while some employees are satisfied, a significant group likely feels overworked or has inconsistent schedules.
- **Developmental Needs: Training & Development Opportunities (3.49)** and **Engagement Initiatives (3.53)** are below the company average. This indicates that employees may feel their current growth is stagnant or that the company's efforts to engage them aren't hitting the mark.

3. Communication and Recognition

- **Transparency: Communication (3.81)** and **Motivation (3.85)** sit in the healthy "Agree" range. This suggests that management is generally seen as approachable and transparent, though there is still room to move these from "Good" to "Excellent."
- **Recognition Gaps:** While the mode is **5 (Strongly Agree)**, the mean for **Recognition & Appreciation** is **3.75**. This slight gap suggests that while some feel highly valued, there is a segment of the workforce that feels their performance goes unnoticed.

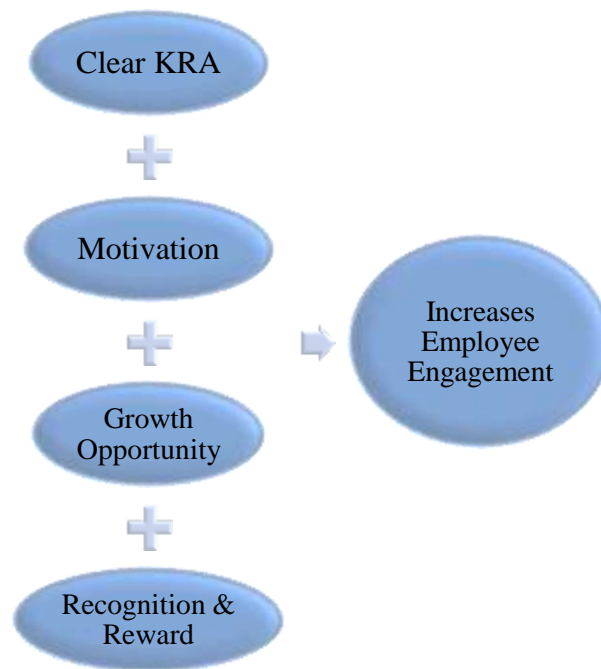
Conclusion and Recommendations

The data reflects a **highly committed workforce** that understands their jobs and is proud of their company. However, the organization faces a "burnout" risk due to the lower scores in **Work-Life Balance**.

1. **Review Workloads:** Investigate the departments contributing to the low Work-Life Balance scores.
2. **Enhance Training:** Shift focus toward more robust career advancement and training programs to move the mean score closer to 4.0.
3. **Targeted Recognition:** Implement more frequent, visible recognition for high-performing employees.

Recommended Model

Based on research the Researcher proposes below mentioned model to enhance the employee engagement at workplace



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