



## “Effect of Welfare Practices on Employee Engagement”

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MBA SEMESTER III

Parul University

### INTRODUCTION OF THE INDUSTRY:



## ADITYA BIRLA GROUP

At the age of 28, Mr. Kumar Mangalam Birla took up the helm of the Group owing to the untimely demise of Mr. Aditya Vikram Birla. Today, Mr. Kumar Mangalam Birla, the current Chairman of Aditya Birla Group continues the legacy of his forebears.

He is a Chartered Accountant and holds an MBA degree from the London Business School, His tenure has seen an acceleration of growth and expansion across industries. He has spearheaded over 40 successful acquisitions, raising the Group's turnover by well over 30x to \$65 billion, and positioning the group as a formidable global player across 20 sectors

Some of the key acquisitions led by Mr. Kumar Mangalam Birla include Aleris Corporation, Novelis, the second largest acquisition ever by an Indian company, Columbian Chemicals, Domsjö Fabriker, CTP GmbH — Chemicals & Technologies, Jaypee Cement, Binani Cement, Larsen & Toubro's cement division, Indal from Alcan, Madura Garments, the Chlor Alkali division of Kanoria Chemicals and Solaris Chemtech Industries.

Under his stewardship, Aditya Birla Group enjoys a position of leadership in all the major sectors in which it operates — from cement to chemicals, metals to textiles and fashion to financial services. Anchored by an extraordinary force of 187,000 employees belonging to 100 different nationalities across 40 countries, over the years Mr. Birla has built a highly successful meritocratic organisation. Under his stewardship, Aditya Birla Group's commitment to social responsibility and community welfare has been institutionalised, leaving a positive impact on society.

Mr. Kumar Mangalam Birla's contributions extend beyond the business world. He has played key roles on various regulatory and professional boards, including the Reserve Bank of India and the Securities and Exchange Board of India (SEBI). His work in corporate governance and policy-making has set the standard for Indian corporates and influenced administrative and legal reforms in the country.

Aditya Birla Group's journey from a cotton trading business in India to a global conglomerate reflects the resilience and vision of four generations of the Birla family. Their contributions to India's industrial development, education, and social welfare have left an indelible mark on the nation's history. As the Group continues to expand and innovate, its impact on India's future and the global economy remains profound, highlighting its Big in Your Life.

Product of Aditya biral group:

**White Cement:**

Introducing  
**SEEPGUARD**  
WATERPROOFING SOLUTIONS

The ultimate waterproofing solution to safeguard your home from seepage

**SEEPAGE SE PROTECTION**  
BACHAYE AAPKI REPUTATION

Upto **8 year Warranty**

T&C Apply: The warranty period varies for each product. For more details refer <https://www.birlawhite.com>

Vertical surfaces  
Interior surfaces  
Horizontal surfaces

Birla White Cement is basically White Portland Cement that is manufactured in our units. It's made by using advanced technology and state-of-the-art manufacturing process, which gives it that superior fineness and whiteness. It has a high refractive index and high opacity, and it gives you that smooth finish even when blended with pigments. This gives you the freedom to play with a wide palette of colours, textures, shapes & sizes, and is the most preferred when it comes to decorative paints, plasters, mosaic tiles, terrazzo flooring and white cement-based value-added products.

#### Grey Cement:



Grey cement is a common type of cement used in construction. It's made from a mixture of limestone, clay, and other materials, which are ground together and then heated in a kiln to form clinker. The clinker is then mixed with gypsum to regulate its setting time and create grey cement.

Birla is a well-known brand in India that produces a variety of cement products, including grey cement. Their grey cement is known for its quality and reliability, and it's widely used in various construction projects across the country.

If you're looking for grey cement for your construction needs in India, Birla is a reputable brand to consider. You can find their products at local hardware stores and cement dealers.

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#### INTRODUCTION OF COMPANY:



Hindalco Industries Limited is the metals flagship company of the Aditya Birla Group. A US\$28 billion metals powerhouse, Hindalco is an industry leader in aluminium and copper.

Hindalco's acquisition of Aleris Corporation in April 2020, through its subsidiary Novelis Inc., has cemented the company's position as the world's largest flat-rolled products player and recycler of aluminium.

Hindalco's state-of-art copper facility comprises a world-class copper smelter and a fertiliser plant along with a captive jetty. The copper smelter is among Asia's largest custom smelters at a single location.

In India, the company's aluminium units across the country encompass the gamut of operations from bauxite mining, alumina refining, coal mining, captive power plants and aluminium smelting to downstream rolling, extrusions and foils. Today, Hindalco ranks among the global aluminium majors as an integrated producer and a footprint in 9 countries outside India.

The Birla Copper unit produces copper cathodes and continuous cast copper rods, along with other by-products, including gold, silver, and DAP fertilisers. It is India's largest private producer of gold.

Hindalco has been accorded Star Trading House status in India. Its aluminium is accepted for delivery under the High-Grade Aluminium Contract on the London Metal Exchange (LME), while its copper quality is also registered on the LME with Grade A accreditation.

#### Overview of Indian / Gujarat Market :

Hindalco Industries Limited, a subsidiary of the Aditya Birla Group, is a major player in the Indian aluminium market, with a significant presence in Gujarat. The company has several facilities in the state, including:

#### Aluminium manufacturing:

**Renukoot Works:** Located in Uttar Pradesh, near the border of Gujarat, this is one of Hindalco's largest aluminium manufacturing facilities. It produces a wide range of aluminium products, including sheet, strip, foil, and wire rod.

Silvassa Plant: Located in Silvassa, Daman & Diu, this plant produces aluminium extrusions, used in various industries such as construction, automotive, and electrical.

**Copper manufacturing:**

Dahej Copper Complex: Located in Dahej, Gujarat, this is one of the largest copper smelters in Asia. It produces refined copper, copper cathodes, and other copper products.

Vadodara Copper Tube Plant: Located in Vadodara, Gujarat, this plant produces copper tubes, used in various industries such as air conditioning, refrigeration, and plumbing.

**Recycling facilities:**

Dahej E-Waste Recycling Facility: Located in Dahej, Gujarat, this facility recycles electronic waste, recovering valuable metals such as copper and aluminium.

Hindalco's operations in Gujarat contribute significantly to the state's economy, providing employment opportunities and supporting local businesses. The company is also committed to sustainable development and has implemented various initiatives to reduce its environmental impact.

**Here are some key points about Hindalco's market in Gujarat:**

Market leader: Hindalco is one of the leading players in the Indian aluminium market, with a significant presence in Gujarat.

Diversified product portfolio: The company offers a wide range of aluminium and copper products, catering to various industries.

Integrated operations: Hindalco has integrated operations, including manufacturing, recycling, and power generation, which help it achieve cost efficiencies.

Focus on sustainability: The company is committed to sustainable development and has implemented various initiatives to reduce its environmental impact

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**Market share and Growth of the Company:**



Hindalco Industries Limited is the flagship company of the Aditya Birla Group among India's largest business houses. The Aditya Birla Group has been operating in India for over 5 decades with global experience spanning nearly 30 years. Hindalco Industries Limited is a non-ferrous metals powerhouse in the country. Its operations are organized into two strategic business units: Aluminium and Copper.

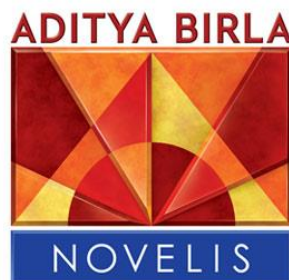
Accounting for 40% of India's primary aluminium production, Hindalco enjoys a leadership position in India for Aluminium and downstream products. Furthermore, synergies of operations with its wholly owned subsidiary Indal have enhanced the company's share in value-added segments, where the Hindalco-Indal combination accounts for over 50% of the market share.

Hindalco's integrated operations include a power generation capacity of 779 MW and a 660,000 MTPA Aluminium refinery. Hindalco's semi-fabrication facilities comprise Rolled Products, Redraw Rods, Extrusions, and Foils & Wheels. The wheels & foils manufacturing unit is located at Silvassa.

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**COMPANY'S OF ADITYA BIRAL GROUP:**

**NOVELIS**



Operating an integrated network of technically advanced rolling and recycling facilities across North America, South America, Europe and Asia, Novelis leverages its global manufacturing and recycling footprint to deliver consistent, high-quality products around the world.

A commitment to sustainability is core to our business operations and extends to how we partner with stakeholders across the aluminum value chain. We see tremendous opportunities in continuing to expand the use of lightweight, infinitely recyclable aluminum to help our customers achieve their sustainability goals and provide consumers the environmentally friendly products they enjoy.

Novelis is a subsidiary of Hindalco Industries Limited, an industry leader in aluminum, copper and metals; and a flagship company of the Aditya Birla Group based in Mumbai, India.

## HINDALCO-ALMEX AEROSPACE :



Hindalco-Almex Aerospace Limited (HAAL) is the first and only manufacturer of high-performance Aerospace & Defence (A&D) grade aluminium hard alloys in India.

HAAL began operations in 2008 after commissioning a greenfield facility on 20 acres of land in Shendra, Aurangabad in western India, around 350 km from Mumbai. Since then, the company has played a critical role in supplying aluminium hard alloys for various missile and advanced programmes undertaken by the country's A&D sector.

The 12,000 tonne-per-annum plant at Shendra uses state-of-the-art technologies in casting, homogenizing, machining and ultrasonic testing for manufacturing aluminum hard alloy billets and slabs in a wide range of 2xxx, 6xxx and 7xxx alloy series and in the entire set of tooling ranges present. All the products meet the stringent quality requirements for input raw materials in the forging, extrusion and rolling processes of the A&D industry.

HAAL is committed to adhering to the quality standards of the A&D industry. It is one of the few companies in India to comply with all three prestigious quality standards, AS 9100, ISO 140001 and OHSAS 18001. The company also lays emphasis on the use of clean fuel and efficient technologies in keeping with its concern for the health of its community, its people and the environment.

### *Vision , Mission and Values:*

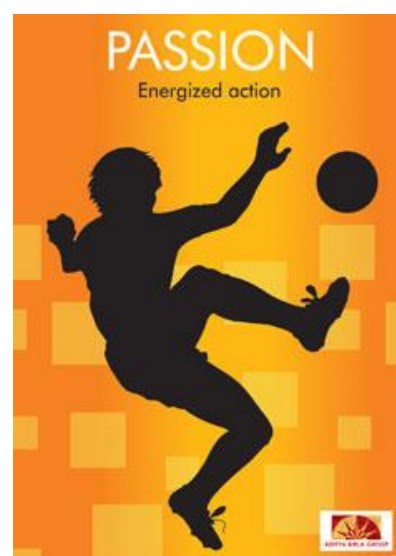
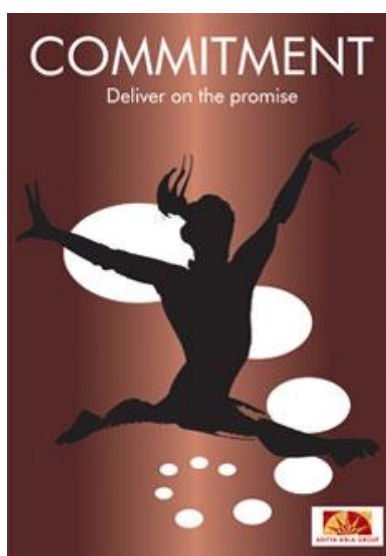
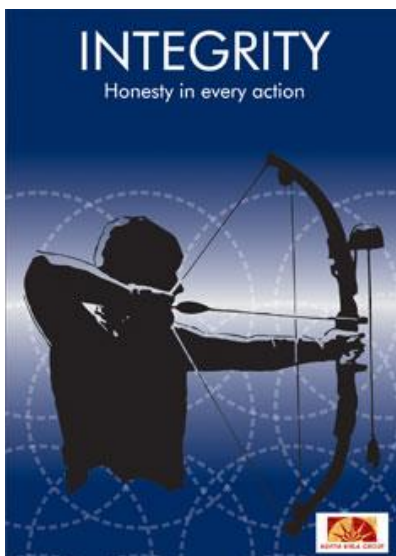
#### **Our vision**

To be a premium metals major, global in size and reach, excelling in everything we do, and creating value for its stakeholders.

#### **Our mission**

To relentlessly pursue the creation of superior shareholder value, by exceeding customer expectation profitably, unleashing employee potential, while being a responsible corporate citizen, adhering to our values .

#### **Our values**







#### **Recent Milestones :**

Hindalco is consistently recognised for its excellence in Safety, Environment, Community welfare as also for Quality Exports. Major national and international awards over the years include:

#### **2024**

##### **Hindalco Industries:**

Hindalco among most Honoured Companies in Asia (ex China) rankings for 6th consecutive year as per Institutional Investor rankings 2024

Hindalco awarded 'Masters of Risk' title in Private Sector – large cap category at the India Risk Management Awards 2024

Hindalco is in Top 10 of the 'Great Place to Work' list in Health and Wellness for 2024

Hindalco recognised among India's Best Workplaces™ in Manufacturing 2024 in Top 50.

#### **Utkal Alumina :**

Utkal Alumina receives Atmanirbhar Nation Builder Award in the second edition of the Atmanirbhar Factory Recognition Program from International Research Institute for Manufacturing, India.

#### **Hirakud Power & Smelter:**

Hirakud Power & Smelter receives Atmanirbhar Factory Award in the 2nd edition of the Atmanirbhar Factory Recognition Program from International Research Institute for Manufacturing, India

#### **2023**

##### **Hindalco Industries:**

Hindalco is the Most Sustainable Aluminium Company in the world 4th year in a row as per S&P's DJSI ranking

Hindalco named among 'India's Best Employers Among Nation Builders' for the second year in a row by Great Place to Work Institute

Hindalco wins Energy Transition Changemaker Award at COP28 held in Dubai

Hindalco Renukoot wins 1st prize in National Energy Conservation Award 2023

Hindalco Renukoot receives India Manufacturing Excellence Awards 2023

Aditya Aluminium:

Receives Pollution Control Excellence Award 2023 from State Pollution Control Board, Odisha.

#### **2022**

##### **Hindalco Industries:**

Ranked as World's Most Sustainable Aluminium Company, third time in a row, by the S&P Dow Jones Sustainability Indices. Hindalco's total score in 2022 was 83 percentage points, up from 73 in 2021.

Mahan CPP wins 'Excellent Energy Efficient Unit' in National Award for Excellence in Energy Management by CII

Renukoot receives CII – Excellent Energy Efficiency Unit Award 2022

Hindalco-Almex Aerospace Limited received Best Safety Professional Award under Safe India Plus Award for aiming to achieve Zero Accidents in the workplace

Aditya and Mahan bag Gold at the India Green Manufacturing Challenge Award

Samri Bauxite Mines wins Tata Steel Award for Sustainable Mining 2021-22

Samri Mines wins Silver in India Green Manufacturing Challenge Award

#### **2021**

##### **Hindalco Industries:**

Hindalco Industries Ltd has been certified as a Great Place to Work™

Hindalco wins 'Sustainable Corporate of the Year Award - 1st Runner up' by Frost & Sullivan and TERI Sustainability 4.0 Awards 2021

Hindalco wins Warehouse and Logistics Excellence Award 2021 in manufacturing category from Quantic

Hindalco's WAH campaign wins Best Storytelling Award at Mint Marketing Awards

Ranked World's Most Sustainable Aluminium Company in the S&P Dow Jones Sustainability Indices (DJSI) Corporate Sustainability

**Aditya Aluminium:**

CII Best Kaizen Award for Best Kaizen in Energy saving category

GOLD category in India Green Manufacturing Challenge 2021

Odisha State Export Award for outstanding export of Aluminium Ingots in FY17-18

**Hirakud:**

GOLD category in India Green Manufacturing Challenge 2021

**Renukoot:**

SEEM National Energy Management Award 2021 in Platinum category

**Utkal Alumina:**

Utkal wins Sita Ram Rungta Social Awareness Award

2nd Runner Up at the India Green Manufacturing Challenge Award 2021

Project Wadi wins Golden Peacock Award for Corporate Social Responsibility.

**2020**

**Hindalco Industries:**

Aluminium Industry Leader for its sustainability performance in the 2020 edition of the S&P Dow Jones Sustainability Indices (DJSI) Corporate Sustainability Assessment (CSA) rankings

CII ITC Sustainability Award 2019 – Commendation for significant achievement under Corporate Excellence category

"Silver Shield" for Excellence in Financial Reporting for FY2018-19 awarded by The Institute of Chartered Accountants of India (ICAI)

**Aditya Aluminium:**

Fame Excellence Award in Platinum category for 'Excellence in Best Practices to Fight Against COVID-19'

CII EnCON Eastern Region Award for Five Star Energy Performance

India CSR Award in the women empowerment category

Project Saksham wins India CSR Award for excellent contribution to women empowerment

**Hirakud:**

Recognised as 'Excellent Energy Efficient Unit' at National Award for Excellence in Energy Management hosted by CII

**Alupuram:**

CII has certified Alupuram as Single Use Plastic free site.

**Mahan Aluminium:**

PeopleFirst HR Excellence Award in Health & Well-being category for 'Leading Best Practices'

CSR Times Editor's Choice Award for Corporate Excellence in CSR

Project Akshay Ghaat wins CII National Award for Excellence in Water Management for 'Noteworthy Project in Water Management' under Beyond the Fence category

Recognised as 'Excellent Energy Efficient Unit' at National Award for Excellence in Energy Management hosted by CII

CII Award for Customer Obsession in 'Active Customer engagement' category

Special Jury Award at 36th CII Kaizen Competition in 'Restorative Kaizen' category

Best Fly Ash Utilization Award 2019 by Mission Energy Foundation

**Mouda:**

Mouda became the first plant in India to get BIS License for IS16011:2012 (Aluminium & Aluminium Alloy foil for Pharma Packaging) and second plant in the country to get the BIS License for IS15392:2003 (Aluminium & Aluminium Alloy foil for Food Packaging).

CII has certified Mouda as Single Use Plastic free site.

**Taloja:**

CII has certified Taloja as Single Use Plastic free site.

**Utkal Alumina:**

"Challengers Award" at Frost & Sullivan Sustainability 4.0 Award under Mega Large Business, Process sector companies

Project Samriddhi wins CSR Times Award in Livelihood Gold category

**OVERVIEW OF THE WORLD MARKET:**

Hindalco Industries has a global footprint of 52 manufacturing units in 10 countries, including 20 plants in India and 32 overseas units. Hindalco also operates 23 mines.

Hindalco is a leading producer of aluminum and copper, and is committed to becoming carbon neutral by 2050. In 2020 and 2021, Hindalco was named the world's most sustainable aluminum company in the Dow Jones Sustainability Indices (DJSI).

Here are some other details about Hindalco:

Products

Hindalco's aluminum foil brand, Freshwrapp, is a leading brand of packaging foils in India.

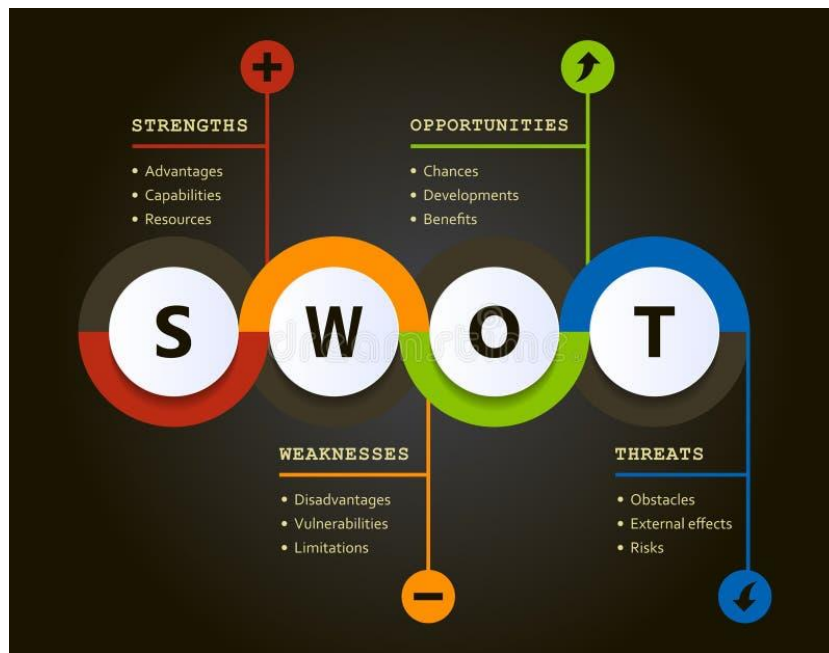
Partnerships

Hindalco has a partnership with Novelis Inc., the world's biggest maker of flat-rolled aluminum products and the largest aluminum recycler.

### Listing

Hindalco is listed on the Bombay Stock Exchange (BSE) with the code 500440 and on the National Stock Exchange (NSE) with the code HINDALCO.

### SWOT OF THE COMPANY :



#### STRENGTHS:

Global brand image  
 Cost effective producer  
 Sound financial position.

A high degree quality consciousness is the core competence of the company, ISO 9001 and ISO 14001 have added more prestige to the company.

Integrated production facility at Renuagar power plant.

Company has a well-established distribution network, covering geographically wide and scattered market.

A number of Brownfield & Greenfield projects.

Industrial peace as, there has been no major strike in last 22 year.

A well focused human resources development.

Serve maximum customer satisfaction.

#### WEAKNESS

Present production capacity is not adequate to meet the rising high demand.

Technology is not upgraded to mark as compare to global giants in aluminium industry.

#### OPPORTUNITY

R & D collaboration with universities and another research organization .

More emphasis on down stream production of value added products.

Recycling should be adopted as routine production. Raising more finance from marketing for more acquisition and merger for consolidating position in the global market.

#### THREATS

Strong domestic and global competitors, such as TATA, POSCO, MITTLE, ESSAR etc.

Innovative revolution in plastic and steel industry

Reduce in excise duty.

Fall in price of Al. In neighbor country.

**Management team :**

**Board of directors :**



**Mr. Kumar Mangalam Birla**  
**Chairman, Hindalco Industries**



**Mrs. Rajashree Birla**  
**Non Executive Director**



**Ms. Ananyashree Birla**  
**Additional Non-Executive Director**



**Mr. Aryaman Vikram Birla**  
**Additional Non-Executive**



**Mr. Satish Pai**  
**Managing Director**

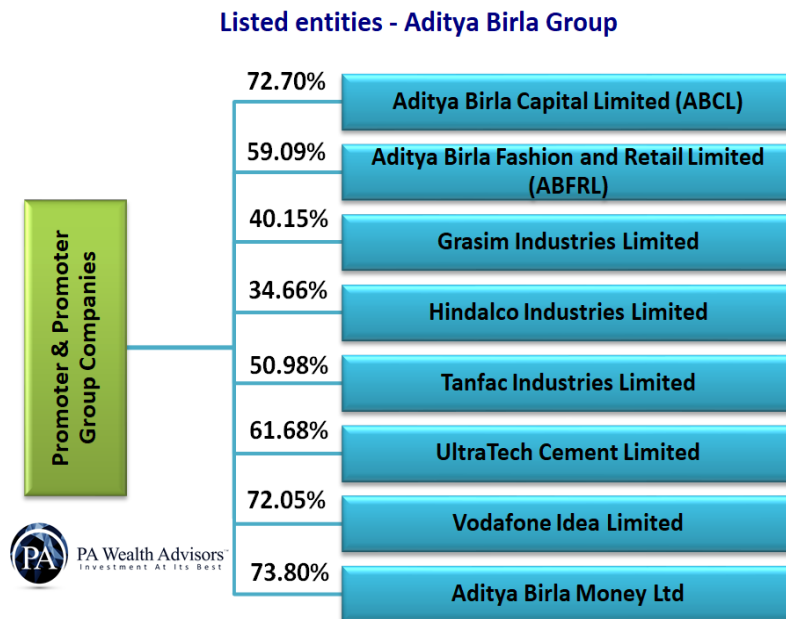


**Praveen Kumar Maheshwari**  
**Whole Time Director & CFO**



**Major companies in the Industry:**

Aditya Birla Group is a multinational conglomerate headquartered in Mumbai, India. It operates in various sectors, including textiles, metals, cement, retail, financial services, and telecommunications. Here are some of the major companies under the Aditya Birla Group:

**Textiles:**

- Grasim Industries: A leading global player in the viscose fiber business.
- Birla Cellulose: A major producer of viscose staple fiber.
- Birla Carbon: A global leader in carbon black.
- Birla Knitwear: A manufacturer of knitwear and hosiery products.

**Metals:**

- Hindalco Industries: A leading global producer of aluminium.
- Novelis: A global leader in aluminium rolled products.
- Aditya Birla Minerals: Engaged in exploration and mining of minerals.

**Cement:**

- UltraTech Cement: India's largest cement producer.
- Birla Cement: A major cement producer in India.

**Retail:**

- Aditya Birla Fashion and Retail Limited: A leading fashion retailer operating brands like Pantaloons, Van Heusen, Louis Philippe, and Allen Solly.
- More Retail: A supermarket chain operating under the More brand.

**Financial Services:**

- Aditya Birla Capital: A financial services company offering a wide range of products and services.
- Aditya Birla Insurance: A leading insurance company offering life and general insurance.
- Aditya Birla Finance: A non-banking financial company.

**Telecommunications:**

Idea Cellular: A leading mobile operator in India (merged with Vodafone India to form Vi).

An industry leader in aluminium and copper : Product Profile

An industry leader in aluminium and copper, Hindalco Industries Limited, the metals flagship company of the Aditya Birla Group is the world's largest aluminium rolling company and one of the biggest producers of primary aluminium in Asia. Its copper smelter is one of the world's largest custom smelters at a single location.

Here on our various businesses and products :

**Aluminium :**

One of the largest integrated primary producer of aluminium in Asia. With a pan-Indian presence that encompasses the entire gamut of operations, from bauxite mining, alumina refining, aluminium smelting to downstream rolling, extrusions and recycling, Hindalco enjoys a leadership position in aluminium and downstream value-added products in India.

Our Indian aluminium operations are integrated and consist of bauxite mining, alumina refining, smelting and converting primary metal into value-added products. We have dedicated sources for critical raw materials such as bauxite, power and coal. We also have committed supply sources for auxiliary chemicals.

Our finished products include alumina, primary aluminium in the form of ingots, billets and wire rods, value-added products such as rolled products, extrusions and foils. Metallurgical alumina is used for our own captive needs. Chemical alumina and hydrates are used in range of industries including water treatment, fillers in cables and plastics, refractories and ceramics, glass among others.

Our facilities are in regions close to raw material sources, low cost and available labour and demand markets. This helps in reducing costs and improving profit margins. The technology upgrade has resulted in higher utilisation rates at our plants and improved efficiency.

We believe implementation of superior technology not only reduces costs but also provides superior and customised products, thus, improving our sales. Our strength in aluminium products differentiates us from our competition. A significant portion of Hindalco's sales come from value-added products. This is in line with our 'market-grower' philosophy. Hindalco has introduced numerous new products in the Indian market, including branded roofing sheets, branded kitchen foils and input material for bicycles and railway wagons. Hindalco's Aluminium Gallery is a platform for its small customers to showcase their products to their consumers.

Some of our popular brands like Eternia Windows, Maxloader and Hindalco Extrusions under the extrusions segment, Everlast Roofings under the flat rolled products segment, Freshwrap and Superwrap under the aluminium foil products segment, as well as Birla Copper and Birla Balwan under the copper mainstream products and co-products segment have garnered strong customer acceptance .

**Copper:**

Hindalco's copper division, Birla Copper, operates one of the largest single location custom copper smelters in the world. The custom copper smelter at Dahej in the state of Gujarat (west coast of India) houses three copper smelters, three refineries, two rod plants, a captive power plant, a captive oxygen plant, phosphoric acid plant, di-ammonium phosphate plant, precious metal recovery plant, captive jetty and other utilities.

Hindalco produces LME grade copper cathodes, continuous cast copper rods in various sizes, and precious metals like gold and silver. Hindalco is one of the major manufacturers of 19.6mm diameter copper rods, which is used for railway electrification. The co-product, sulphuric acid, is partly utilised to produce phosphoric acid and fertilisers like di-ammonium phosphate (DAP).

**Chemicals :**

Hindalco manufactures coarse alumina hydrate, metallurgical alumina, special alumina and alumina hydrate. The chemicals business focuses on special alumina and alumina hydrates, which are products of in-house technological innovation by our Research & Development team at Hindalco Innovation Centre-Alumina(HIC-A). This research centre is recognised by the Department of Scientific & Industrial Research (DSIR), Government of India.

The chemicals business serves a wide range of customers across 32 countries around the world with special alumina and alumina hydrates. Alumina hydrates find use in applications like – alum, poly aluminium chloride (PAC), zeolites, aluminium fluoride, and as fire-retardant filler in polymer composites. Our special alumina finds a good suit in applications like refractory, ceramics, polishing compounds, abrasives and glass

**PRIMARY STUDY:**

“Understanding Employee Satisfaction : A Path to Improved Engagement”

Employee satisfaction is a critical factor in organizational success. It directly influences productivity, turnover rates, and overall company culture. Conducting a primary study on employee satisfaction provides valuable insights into your workforce's needs, concerns, and potential areas for improvement.

**LITERATURE REVIEW:**

**Employee Satisfaction The Impact of Job Satisfaction on Employee Engagement in the Hospitality Sector** Authors: Sarah Lewis, John Harris, 2019 *Journal of Hospitality Management* This study examines the relationship between job satisfaction and employee engagement in the hospitality industry. It reveals that higher job satisfaction, driven by a supportive work environment and recognition, significantly enhances employee engagement levels, which improves customer service quality.

**Employee Satisfaction and Organizational Commitment: Key Drivers of Employee Engagement** Authors: Emily Turner, Richard Clark, 2020 *Journal of Human Resource Development* The research highlights the correlation between employee satisfaction and organizational commitment, showing that employees with higher job satisfaction tend to be more committed, leading to increased levels of engagement and productivity.

**The Role of Leadership in Fostering Employee Engagement through Job Satisfaction** Michelle Wong, Adam Kim, 2018 *Leadership & Organizational Studies* This paper explores how transformational leadership enhances employee satisfaction, which in turn boosts employee engagement. Leaders who offer support and feedback create a motivating environment that increases engagement.

**Understanding the Role of Work-Life Balance in Employee Satisfaction and Engagement** Priya Kumar, Robert Johnson, 2021 *Journal of Business Psychology* The study investigates how work-life balance impacts employee satisfaction and engagement. Employees with better work-life balance report higher satisfaction, which leads to better engagement at the workplace.

**Linking Employee Recognition to Job Satisfaction and Engagement** Laura Davis, Samuel Baker, 2019 *Journal of Applied Business Research* This research shows that employee recognition programs have a positive effect on job satisfaction, which in turn fosters higher engagement. Recognition of efforts plays a crucial role in improving employees' commitment and performance.

**Employee Engagement Through Job Satisfaction: A Study on Manufacturing Sector** Ravi Sharma, Neha Verma, 2020 *International Journal of Industrial Psycholog* This paper emphasizes the strong connection between job satisfaction and employee engagement in the manufacturing sector. Satisfied employees exhibit higher engagement, contributing to reduced turnover and enhanced productivity.

**The Influence of Compensation on Employee Satisfaction and Engagement** James Brown, Monica Green, 2021 *Journal of Human Resources Managemen* This study explores how competitive compensation packages directly impact job satisfaction and employee engagement. It suggests that fair and transparent compensation systems contribute significantly to retaining engaged employees.

**Job Autonomy as a Predictor of Employee Satisfaction and Engagement** Ananya Gupta, Vikram Patel, 2019 *Journal of Workplace Behaviour* The research shows that providing employees with greater job autonomy leads to higher satisfaction levels, which translates into improved engagement and performance in the workplace.

**How Workplace Culture Affects Employee Satisfaction and Engagement** Susan Taylor, Michael White, 2018 *Organizational Culture and Management* This study emphasizes the role of workplace culture in fostering job satisfaction. A positive, inclusive, and innovative workplace culture enhances employee satisfaction, which drives higher engagement.

**The Role of Employee Feedback in Enhancing Satisfaction and Engagement** Richard Evans, Patricia Foster, 2020 *Journal of Employee Relations* This paper argues that consistent and constructive feedback positively influences employee satisfaction, which in turn increases engagement levels. It also highlights how feedback mechanisms improve performance.

**The Relationship Between Career Development Opportunities and Employee Satisfaction** Rachel Adams, David Miller, 2021 *Journal of Career Development* The research investigates the role of career development opportunities in enhancing job satisfaction, which ultimately leads to improved employee engagement and retention.

**Employee Engagement: The Mediating Role of Job Satisfaction in the IT Sector** Priya Sen, Harish Raj, 2019 *Journal of Information Technology Management* This study focuses on the IT sector, showing that job satisfaction acts as a mediator between work environment and employee engagement. High job satisfaction in this sector drives greater loyalty and commitment.

**The Impact of Organizational Support on Employee Satisfaction and Engagement** Alicia Roberts, Thomas Lee, 2020 *Journal of Organizational Support Systems* This research discusses how perceived organizational support increases employee satisfaction, which boosts engagement. Supportive policies, resources, and management play a crucial role in fostering commitment.

**Job Satisfaction as a Predictor of Employee Engagement: Evidence from the Banking Sector** Raghav Mehta, Anika Gupta, 2018 *Journal of Banking Studies* The paper analyzes the banking industry, highlighting how job satisfaction predicts engagement. Employees with high job satisfaction are more engaged and demonstrate greater productivity in banking operations.

**Role of Job Enrichment in Improving Employee Satisfaction and Engagement** Lisa Peterson, Mark Davis, 2021 *International Journal of Human Resources Development* This study finds that enriching job roles with challenging tasks leads to improved job satisfaction, which drives engagement. Empowered employees are more likely to be motivated and engaged at work.

**The Connection Between Employee Well-being and Job Satisfaction in Enhancing Engagement** Tina Holmes, Eric Thompson, 2019 *Journal of Workplace Well-being* This research emphasizes the importance of employee well-being on job satisfaction. It concludes that higher wellbeing leads to greater satisfaction and higher engagement levels.

**How Learning Opportunities Influence Employee Satisfaction and Engagement** Sophia Martin, Greg Allen, 2020 *Journal of Learning and Development* The paper discusses the positive impact of providing learning opportunities on job satisfaction, which boosts engagement by fostering employee growth and development.

**The Role of Communication in Enhancing Employee Satisfaction and Engagement** William Scott, Caroline Mitchell, 2021 *Journal of Business Communication* This study highlights the role of effective communication in enhancing job satisfaction and employee engagement. Open and transparent communication fosters trust and drives better engagement outcomes.

**Job Satisfaction and Employee Engagement: A Comparative Study Across Industries** Amanda Lewis, Bryan King, 2019 *Journal of Comparative Industrial Studies* The study compares job satisfaction and engagement levels across different industries, revealing that certain industries, such as technology and healthcare, have higher satisfaction and engagement levels due to better working conditions.

**How Work Environment Affects Employee Satisfaction and Engagement** Matthew Ross, Olivia James, 2018 *Journal of Workplace Environment* This research explores the influence of the physical and psychological work environment on job satisfaction, showing that comfortable and stimulating environments improve employee satisfaction and engagement.

**Job Satisfaction as a Driver of Employee Engagement in Retail** Catherine Hill, Jonathan Barnes, 2019 *Journal of Retail Management* The study focuses on how job satisfaction enhances employee engagement in the retail sector. It highlights the role of management support and work conditions in creating a positive environment that fosters engagement.

**The Effect of Workplace Flexibility on Job Satisfaction and Employee Engagement** Deborah Brown, Peter Edwards, 2020 *International Journal of Workplace Studies*,

Summary: This research discusses how workplace flexibility, such as remote work options and flexible schedules, leads to higher job satisfaction, ultimately driving greater engagement in the workforce.

23. Title: Linking Psychological Safety to Job Satisfaction and Engagement

Authors: Janet Roberts, Kevin Johnson, 2021

Journal: *Journal of Workplace Psychology*

Summary: The study examines the role of psychological safety in increasing employee satisfaction and engagement. When employees feel safe to express themselves without fear of negative consequences, they exhibit higher levels of engagement.

24. Title: The Role of Training and Development in Enhancing Employee Satisfaction and Engagement

Authors: Patricia Morgan, Charles Lee, 2018

Journal: *Journal of Human Resource Development* DOI: 10.1016/j.hrd.2018.006

Summary: This paper explores how investing in employee training and development programs leads to improved job satisfaction, which in turn boosts employee engagement and overall organizational performance.

25. Title: Employee Satisfaction and Its Effect on Retention and Engagement in Healthcare

Authors: Linda Harrison, Marcus Thompson, 2020

Journal: *Journal of Healthcare Management* DOI: 10.1016/j.jhcm.2020.003

Summary: The study looks at how employee satisfaction impacts engagement and retention in the healthcare sector. It finds that satisfied employees are more engaged and less likely to leave their positions, leading to better patient care and operational efficiency.

#### **Background of the study:**

Human resource management (HRM) is responsible for selecting and inducting competent people, training them, facilitating and motivating them to perform at high levels of efficiency, and providing mechanisms to ensure that they maintain their affiliation with the organization. Employee satisfaction

is one of the main tasks of Human Resource Management. Actions taken by the HR department are aimed to reach an optimum satisfaction. The background lies within the goal of reaching a sustainable and increased company management. Satisfaction does mean the simple feeling-state accompanying the attainment of any goal; the end-state feeling accompanying the attainment by an impulse of its objectives. Job satisfaction does not mean absence of motivation at work. Research workers differently describe the factors contributing to job satisfaction and job dissatisfaction.

#### Problem statements:

One of the main roles of Human Resources (HR) departments is to ensure that employees are sufficiently satisfied with their jobs. Typically, research has shown that satisfied employees or corporations are thought to be more productive. On the other hands, if workers are dissatisfied with their jobs, they are thought to be less productive and more prone to absenteeism and turnover. So HR departments need to measure employee job satisfaction and examine the correlations between these three variables (productivity, absenteeism, and turnover)with regard to possible extraneous variables.

Human Resources Consulting, Inc.is hired by a medium sized financial firm to conduct a survey addressing these topics. The survey which is administered to the entire worker population, quantifies job satisfaction and employee. The general job satisfaction feedback will help HR in identifying the percentage of satisfied employees and the percentage satisfied in the areas of compensation, benefits, training and supervisor relations.

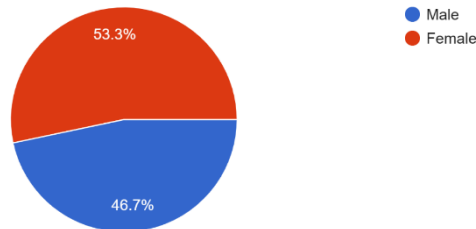
#### Objective Of Study:

- 1) To know the employee satisfaction towards the facilities available at Aditya Biral.
- 2) To identify the factors influencing employee satisfaction
- 3) To study the relationship between the personal factors of the employee (Gender, Qualification, Age, and Years of Service in a company, Salary drawn for the month etc.) with satisfaction level.
- 4) To offer valuable suggestions to improve the satisfaction level of employees of the organization.

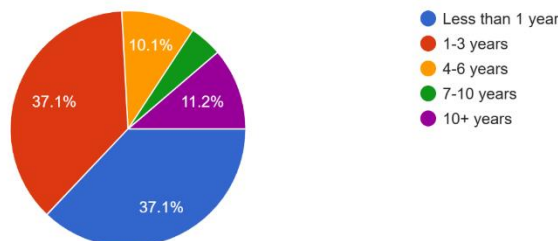
## DATA ANALYSIS AND INTERPRETATION

Sample size is 90

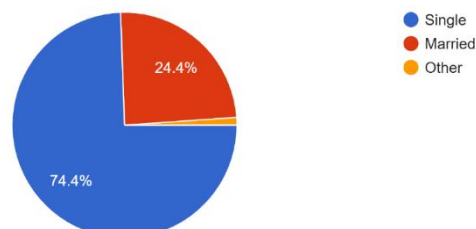
2. Gender  
90 responses



3. Years of Service  
89 responses



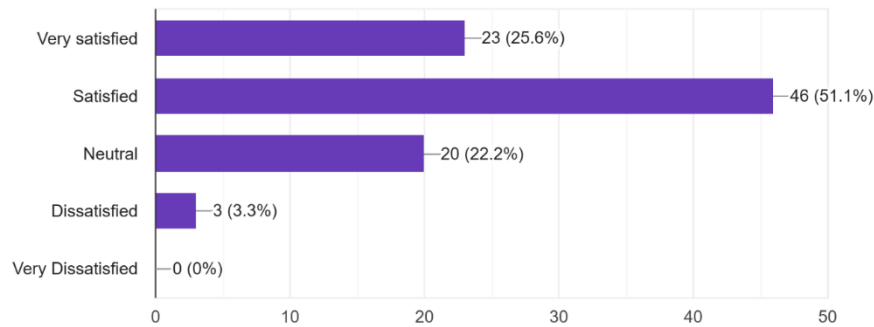
5. Marital status  
90 responses





### 1. Overall, how satisfied are you with your current job?

90 responses



#### Interpretation:

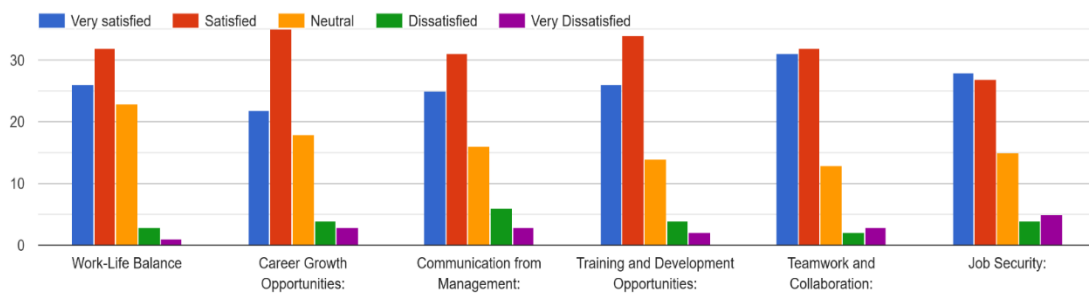
There were 90 responses in the sample, out of which 23 responded that they are very satisfied with their current job.

46 responded that they are satisfied with their job.

20 responded neutral as they are not sure whether they are satisfied with their job or not.

3 responded that they are dissatisfied.

### 2. Please rate your level of satisfaction with the following aspects of your job:



#### Interpretation:

##### Work-life balance:

There were 90 responses in the sample, out of which 26 responded that they are very satisfied with work-life balance.

32 responded that they are satisfied with work-life balance.

23 responded neutral as they are not sure whether they are satisfied with work-life balance.

3 responded that they are dissatisfied.

1 responded that they are extremely dissatisfied with work-life balance.

##### Career Growth Opportunities:

There were 90 responses in the sample, out of which 22 responded that they are very satisfied with career growth opportunities.

35 responded that they are satisfied with career growth opportunities.

18 responded neutral as they are not sure whether they are satisfied with career growth opportunities.

4 responded that they are dissatisfied.

3 responded that they are extremely dissatisfied with career growth opportunities.

##### Communication from management:

There were 90 responses in the sample out of which 25 responded that they are very satisfied with communication from management.

31 responded that they are satisfied.

16 responded neutral as they are not sure whether they are satisfied with communication or not.

6 responded that they are dissatisfied.

3 responded that they are extremely dissatisfied.

### Training and Development opportunities

There were 90 responses in the sample, out of which 26 responded that they are very satisfied with Training and Development opportunities  
34 responded that they are satisfied with Training and Development opportunities.  
14 responded neutral as they are not sure whether they are satisfied with Training and Development opportunities  
4 responded that they are dissatisfied.  
2 responded that they are extremely dissatisfied with Training and Development opportunities

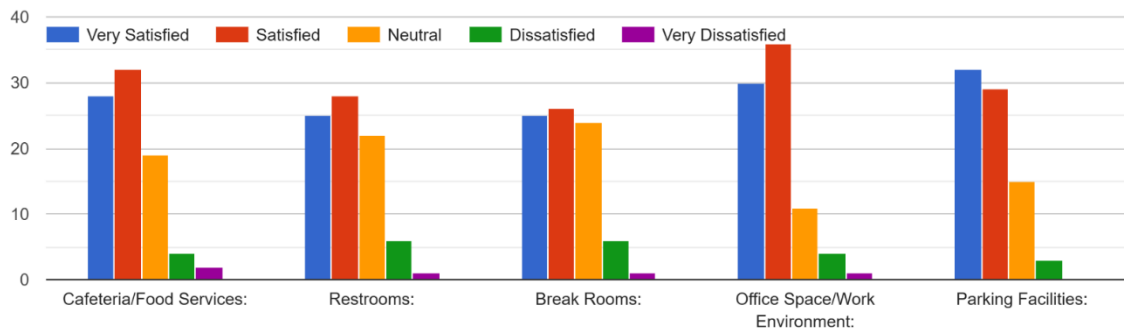
### Transport and collaboration

There were 90 responses in the sample, out of which 31 responded that they are very satisfied with transport and collaboration.  
32 responded that they are satisfied with Transport and collaboration.  
13 responded neutral as they are not sure whether they are satisfied with Transport and collaboration.  
2 responded that they are dissatisfied.  
3 responded that they are extremely dissatisfied with Transport and collaboration.

### Job security:

There were 90 responses in the sample, out of which 28 responded that they are very satisfied with job security.  
27 responded that they are satisfied with job security.  
15 responded neutral as they are not sure whether they are satisfied with job security.  
4 responded that they are dissatisfied.  
5 responded that they are extremely dissatisfied with job security.

1. Please rate your satisfaction with the following company facilities:



### INTERPRETATION:

#### 1. Cafeteria/Food services:

There were 90 responses in the sample, out of which 28 responded that they are very satisfied with cafeteria.  
32 responded that they are satisfied with cafeteria.  
19 responded neutral as they are not sure whether they are satisfied with cafeteria.  
4 responded that they are dissatisfied.  
2 responded that they are extremely dissatisfied with cafeteria and food services.

#### 2. Restrooms:

There were 90 responses in the sample, out of which 25 responded that they are very satisfied with restroom services.  
28 responded that they are satisfied with restroom services.  
22 responded neutral as they are not sure whether they are satisfied with restroom services.  
6 responded that they are dissatisfied.  
1 responded that they are extremely dissatisfied with restroom services.

#### 3. Break rooms:

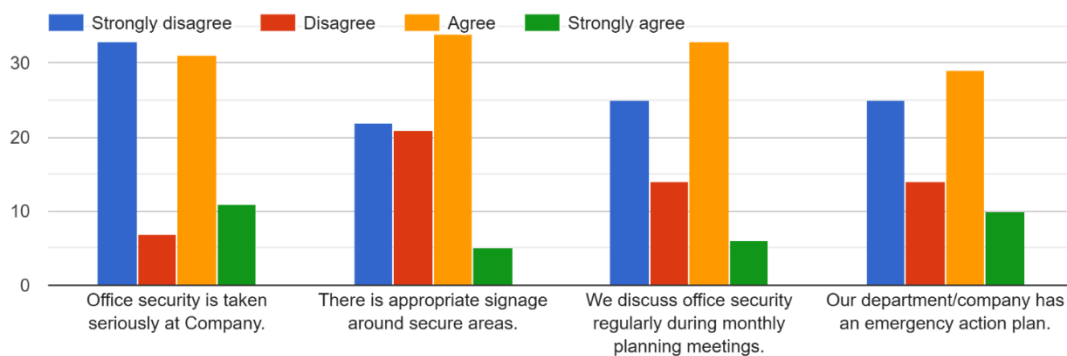
There were 90 responses in the sample, out of which 25 responded that they are very satisfied with break room service.  
26 responded that they are satisfied with break room service.  
24 responded neutral as they are not sure whether they are satisfied with break room service.  
6 responded that they are dissatisfied.  
1 responded that they are extremely dissatisfied with break room service.

**4. Office space/Work environment:**

There were 90 responses in the sample, out of which 30 responded that they are very satisfied with the work environment. 36 responded that they are satisfied with the work environment. 11 responded neutral as they are not sure whether they are satisfied with the work environment. 4 responded that they are dissatisfied. 1 responded that they are extremely dissatisfied with the work environment.

**5. parking facilities:**

There were 90 responses in the sample, out of which 32 responded that they are very satisfied with parking facilities. 29 responded that they are satisfied with parking facilities. 15 responded neutral as they are not sure whether they are satisfied with parking facilities. 3 responded that they are dissatisfied.

**3. Security at workplace****INTERPRETATION:****1. Office security is taken seriously at company:**

There were 90 responses in the sample, out of which 33 were extremely disagreed that the office security is taken seriously at company. 7 responded that they disagree about the fact that the office security is taken seriously at company. 31 agreed that office security is taken seriously at company. 11 responded strongly agree that the office security is taken seriously at company.

**2. There is appropriate signage around secure areas:**

There were 90 responses in the sample, out of which 22 were extremely disagreed that there is appropriate signage around secure areas. 21 responded that they disagree about the fact that there is appropriate signage around secure areas. 34 agreed that there is appropriate signage around secure areas. 5 responded strongly agree that there is appropriate signage around secure areas.

**3. We discuss office security regularly during monthly planning meetings:**

There were 90 responses in the sample, out of which 25 were extremely disagreed that they discuss office security regularly during monthly planning meetings. 14 responded that they disagree about the fact that they discuss office security regularly during monthly planning meetings. 33 agreed that they discuss office security regularly during monthly planning meetings. 6 responded strongly agree that they discuss office security regularly during monthly planning meetings.

**4. Our department has an emergency action plan:**

There were 90 responses in the sample, out of which 25 were extremely disagreed that their department has an emergency action plan. 14 responded that they disagree about the fact that their department has an emergency action plan. 29 agreed that their department has an emergency action plan. 10 responded strongly agree that their department has an emergency action plan.

## HYPOTHESIS

Null hypothesis (H0): There is no association between satisfaction with work-life balance and overall job satisfaction.

Alternative hypothesis (H1): There is an association between satisfaction with work-life balance and overall job satisfaction.

	Very satisfied (C1)	Satisfied (C2)	Neutral (C3)	Dissatisfied (C4)	Very dissatisfied (C5)
Very satisfied (R1)	14	6	2	0	1
Satisfied (R2)	10	21	14	1	0
Neutral (R3)	1	5	5	0	0
Dissatisfied (R4)	1	0	2	2	0

Elements	Observed	Expected	Difference	Square of Difference	Chi square
C1R1	14	7.035294	6.96470588	48.50712803	6.89482589
C1R2	10	14.07059	-4.0705882	16.56968858	1.177611647
C1R3	1	3.364706	-2.3647059	5.59183391	1.66190868
C1R4	1	1.529412	-0.5294118	0.280276817	0.183257919
C2R1	6	8.658824	-2.6588235	7.069342561	0.816432225
C2R2	21	17.31765	3.68235294	13.55972318	0.78300032
C2R3	5	4.141176	0.85882353	0.737577855	0.178108289
C2R4	0	1.882353	-1.8823529	3.543252595	1.882352941
C3R1	2	6.223529	-4.2235294	17.83820069	2.866251529
C3R2	14	12.44706	1.55294118	2.411626298	0.193750695
C3R3	5	2.976471	2.02352941	4.09467128	1.375680074
C3R4	2	1.352941	0.64705882	0.418685121	0.309462916
C4R1	0	0.811765	-0.8117647	0.658961938	0.811764706
C4R2	1	1.623529	-0.6235294	0.388788927	0.239471441
C4R3	0	0.388235	-0.3882353	0.150726644	0.388235294
C4R4	2	0.176471	1.82352941	3.325259516	18.84313725
C5R1	1	0.270588	0.72941176	0.532041522	1.966240409
C5R2	0	0.541176	-0.5411765	0.292871972	0.541176471
C5R3	0	0.129412	-0.1294118	0.016747405	0.129411765
C5R4	0	0.058824	-0.0588235	0.003460208	0.058823529
					<b>41.300904</b>

Df = (no. of row-1) \* (no. of column-1)

$$= (5-1) * (4-1)$$

$$= 12$$

Critical value at 0.05% significance level for df 12 is 21.03.

The chi square value is 41.300904.

As it exceeds from 21.03 we reject the null hypothesis and accept the alternative hypothesis.

Therefore, according to alternative hypothesis There is an association between satisfaction with work-life balance and overall job satisfaction.

## Results and Key Findings

Research indicates that employee job satisfaction directly impacts employee engagement . Employee engagement can lead to higher productivity for both employees and employers . Also, employee satisfaction is a foundation for employee engagement

### Key Findings

Direct Impact Job satisfaction directly affects employee engagement .

Engagement and Productivity Increased employee engagement improves operating results for the company .

Foundation for Engagement Employee satisfaction is the minimum requirement for an employee to be fully engaged .

Related Factors Rewards and recognition, opportunity, colleague support, and flexibility significantly affect job satisfaction .

Positive Outcomes Engaged employees contribute more to organizational effectiveness and growth and are more likely to stay with the organization

. Teams with high engagement scores have reduced absenteeism and turnover .

**Customer Outcomes** Engaged employees improve customer relationships and help organizations achieve organic growth. Highly engaged business units realize a 10% difference in customer ratings and an 18% difference in sales.

## Limitations of the study

Some limitations of studying employee satisfaction as a path to improved engagement include:

**Inaccurate Reflection of Workplace Sentiments** Employee engagement surveys may not provide an accurate depiction of what's happening in the workplace.

**Timing Challenges** Surveys capture emotions at a specific point in time, which may skew results due to transient feelings. Regular assessments are essential to address this limitation.

**Survey Fatigue** Extensive surveys can lead to survey fatigue among employees and overwhelm HR departments with data interpretation. Shorter, focused surveys conducted regularly can combat this.

**Lack of Lasting Impact** Responding to negative survey feedback with short-term perks may temporarily boost engagement but fails to drive lasting change.

**Anonymity Concerns** Employees may hesitate to provide candid feedback, even when surveys are anonymous, due to concerns about confidentiality. Reframing surveys as confidential and utilizing external firms can encourage more honest responses.

**Low Participation Rates** Low participation rates are extremely common in employee engagement surveys, which can lead to sample bias, lack of representation, and incomplete data.

**Point-in-Time Bias** Respondents may base their answers on their current feelings rather than their overall experiences, especially if surveys are sent after perception-altering events.

**Superficiality** Employee engagement surveys might not identify the intricate social fabric of an organization's culture, and employees may believe that surveys do not 'understand' their situation.

**Lack of Action** If no concrete measures are taken after a survey, it can reinforce the feeling among employees that their feedback is not being taken seriously.

**Frequency Dilemma** Engagement levels can change frequently, so annual surveys may not accurately measure the aggregated engagement level of the workforce. However, increasing the frequency of surveys can reduce participant interest while increasing costs.

**Resource Drain** Designing, distributing, and analyzing surveys demands time and effort from both employees and management.

**Skewed Results** Insufficient response rates and anonymity concerns can lead to skewed results.

**Poorly Constructed Queries** Poorly constructed queries may result in disenchantment, dissatisfaction, and incorrect or deceptive data.

**Moral or Legal Issues** There is a risk of avoiding or neglecting the moral or legal issues that may arise from accumulating, retaining, and using sensitive employee data.

## Conclusions of the study

In conclusion, employee satisfaction serves as a foundational element for fostering employee engagement, which in turn, drives positive organizational outcomes. While satisfaction focuses on an employee's contentment with aspects like pay and work-life balance, engagement reflects their enthusiasm and active involvement in their role and workplace. Prioritizing both can lead to numerous benefits, including reduced absenteeism and turnover, increased product quality and customer satisfaction, and enhanced business profitability.

**Key Suggestions:**

**Foster Engagement Through Satisfaction:** Organizations should recognize that satisfied employees are more likely to be engaged and productive. Employee satisfaction is the minimum requirement that needs to be met for an employee to be fully engaged.

**Address Engagement Factors:** To cultivate engagement, focus on providing clear expectations, sufficient resources, recognition, well-being support, development opportunities, and a sense of purpose.

**Promote Satisfaction Factors:** Simultaneously, enhance satisfaction by aligning skills with roles, ensuring a cultural fit, offering fair compensation, providing internal mobility, offering work flexibility, and providing meaningful perks.

**Recognize the Interplay:** Understand that employee engagement and satisfaction generally work in tandem, influencing company culture and driving outcomes.

**Leadership:** Effective leadership is a major determinant of whether employees view the organization as somewhere they could have a long, fulfilling career.

**Employee Empowerment:** Employee empowerment has an impact on employee happiness and service quality.

**Retention:** Companies must take initiatives to improve job satisfaction and organizational commitment in order to retain their personnel.

By strategically addressing both employee satisfaction and engagement, organizations can create a thriving work environment that fosters higher retention, increased productivity, greater customer satisfaction, and more innovation.

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This research analyzes the impact of welfare practices on Organizational Citizenship Behavior (OCB), providing insights into how employee welfare influences engagement and performance.  
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**Employee Well-Being Human Resource Practices: A Systematic Literature Review**

This article provides a systematic review of HR practices focused on employee well-being, proposing a consolidated framework for enhancing engagement.

Citation: "Employee Well-Being Human Resource Practices: A Systematic Literature Review," *Future Business Journal*, Vol 10, Article 24, 2024.

DOI: [10.1186/s43093-024-00382-w](https://doi.org/10.1186/s43093-024-00382-w)

These references offer comprehensive insights into how welfare practices influence employee engagement across various industries and organizational settings.