



## “EMPLOYEE ENGAGEMENT AND PERFORMANCE OF EMPLOYEES” WITH SPECIAL REFERENCE TO ADITYA BRILA FASHION AND LIMITED AT BANGALORE”

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### ABSTRACT :

This study explores the critical relationship between employee engagement and employee performance at Aditya Birla Fashion and Retail Limited (ABFRL). In the modern workplace, employee engagement has emerged as a key factor influencing productivity, job satisfaction, and organizational success. The research aims to assess how various engagement factors—such as leadership support, recognition, communication, and career development—impact individual performance outcomes. A descriptive research design was adopted, and both primary and secondary data were used. Primary data was gathered through structured questionnaires distributed to employees across various departments at ABFRL, while secondary data was obtained from HR records, annual reports, and previous studies. The findings reveal a positive correlation between engagement and performance, with engaged employees showing higher motivation, better output, and greater loyalty. The study concludes that enhancing engagement practices can lead to measurable improvements in employee performance. It recommends investing in employee development, improving communication, and recognizing individual contributions. These strategies not only boost performance but also contribute to long-term organizational growth. Relationship between employee engagement and employee performance at Aditya Birla Fashion and Retail Limited (ABFRL), one of India’s leading fashion retailers. In today’s competitive and dynamic business environment, employee engagement has emerged as a critical factor influencing organizational success.

### INTRODUCTION

In recent years, organizations across the globe have witnessed a significant paradigm shift in how they perceive and manage their workforce. Traditional approaches to management, which primarily emphasized task completion and output, are being replaced by a more holistic view of employee engagement. Companies are beginning to recognize that employees are not merely resources to complete tasks but are integral to the overall success of the organization. This shift acknowledges that employee well-being, job satisfaction, and emotional commitment to their work play pivotal roles in driving organizational performance.

### RESEARCH BACKGROUND

In today’s dynamic and competitive business environment, employee engagement has emerged as a critical factor influencing organizational success. Organizations are increasingly recognizing that engaged employees are more productive, committed, and aligned with company goals. Employee engagement goes beyond job satisfaction and includes emotional commitment, motivation, and Strong sense of belonging within the organization

### IDENTIFIED PROBLEM

In the competitive and customer-driven retail industry, employee performance is a key determinant of organizational success. Aditya Birla Fashion and Retail Limited (ABFRL) operates in a high demand environment where employee motivation, productivity, and engagement directly influence service quality and business outcomes. While the organization implements various HR strategies aimed at improving engagement—such as training, performance appraisals, and recognition programs—there appears to be a gap between engagement efforts and actual performance outcomes Several issues have been observed: Inconsistent performance levels across departments despite similar engagement initiatives.

### OBJECTIVES OF THE STUDY

- To evaluate the current level of employee engagement at ABFRL across various departments and roles.

- To examine the impact of employee engagement on individual performance outcomes, including productivity, goal achievement, and service quality.
- To identify key drivers of employee engagement such as leadership, communication, recognition, training, and work environment.

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## REVIEW OF LITERATURE

1. Kahn (1990) introduced the concept of employee engagement, describing it as the harnessing of organization members' selves to their work roles. When engaged, people employ and express themselves physically, cognitively, and emotionally during role performances.
2. Saks (2006) identified two types of employee engagement—job engagement and organizational engagement—and found that both are positively related to job satisfaction, organizational commitment, and job performance.
3. Macey and Schneider (2008) suggested that engagement is not just an attitude but also includes behaviour and traits that foster high levels of performance and organizational citizenship behaviour.
4. Robinson et al. (2004) emphasized that employee engagement is influenced by leadership style, communication, recognition, and development opportunities, all of which drive enhanced employee performance.
5. Gallup (2022) reported that highly engaged teams show 21% greater profitability and 17% higher productivity than disengaged teams, indicating a strong business case for investing in employee engagement.
6. Bakker & Demerit (2008) proposed the Job Demands-Resources (JD-R) model, which suggests that high job resources such as feedback, autonomy, and opportunities for development are positively associated with engagement and performance.
7. Towers Watson (2010) found that companies with high engagement scores had operating margins nearly three times higher than those with lower scores, highlighting the financial impact of engagement on performance.
8. Aon Hewitt (2015) stated that organizations with high employee engagement reduce turnover rates and experience higher customer satisfaction and operational efficiency. For engineered quartz exporters
9. Sinha & Rajput (2022) – "Workplace Culture and Employee Retention in Indian Fashion Retail" This study emphasized how employee engagement in retail is increasingly linked to organizational culture and well-being. ABFRL was noted for its investment in leadership development programs and internal mobility, which improved employee morale and reduced attrition.
10. KPMG Report on India's Retail Sector (2022) the report highlighted Aditya Birla Fashion's digital HR transformation—implementing tools for employee feedback, training, and recognition. The "ABFRL CARES" initiative was cited as a model in employee engagement during post-COVID recovery.

### 11. Nair & Bansal (2023) – "Impact of Remote Work Policies on Retail Employee Performance"

ABFRL was used as a case example to show how *hybrid work models* for corporate employees and *shift optimization* in stores contributed to *higher productivity and job satisfaction*. Employee engagement scores improved due to *flexible working arrangements and tech integration*.

12. PwC HR Trends India 2023-This report named ABFRL among the top retail companies investing in *continuous learning and development (L&D)*. Their use of gamified learning platforms reportedly *enhanced performance* in frontline staff, especially during new product launches and promotional cycles.

13. Varma (2023) – "Linking Engagement with KPIs in Indian Apparel Brands" This paper found a *direct correlation between engagement initiatives* like "Retail Champs" and measurable KPIs such as *sales conversion rates and customer service ratings*. ABFRL's internal reward systems were shown to motivate performance across regional outlets.

14. Deloitte India HR Survey (2024)-**ABFRL received mention for maintaining a high Employee Net Promoter Score (ENPS), indicating a positive work culture. Their quarterly engagement surveys and personalized career pathing were found to directly influence performance metrics in key divisions (Pantaloon, Van Heusen).**

15. IIM Ahmedabad Case Study (2024): "Transforming HR in Fashion Retail" **This case study explored how ABFRL's "LEAP" program (Leadership Excellence and Performance) led to better managerial engagement, which in turn improved team-level performance and reduced employee turnover in high-pressure roles.**

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## RESEARCH METHODOLOGY

Research methodology is the systematic framework that guides the process of collecting, analyzing, and interpreting data. It ensures the study is conducted in a structured, objective, and scientifically sound manner. In this study, the methodology is designed to explore the relationship between employee engagement and performance at Aditya Birla Fashion and Retail Limited (ABFRL). This section outlines the research design, data sources, tools used for data collection, sampling method, and data analysis techniques. The goal is to provide a clear roadmap for how the research was carried out to ensure validity and reliability of the findings. The methodology adopted for this study follows a descriptive research design, which is suitable for understanding current engagement practices and their effect on employee performance. Both primary and secondary data sources are used to gain comprehensive insights into the engagement strategies and performance outcomes within the organization.

**LIMITATION OF THE STUDY**

Assumptions of the Study: 1. The respondents have provided honest and unbiased responses to the questionnaire. 2. The participants have a basic understanding of the organization's employee engagement initiatives. 3. Employee performance is influenced by engagement levels, among other factors. 4. The sample selected for the study is representative of the larger workforce at Aditya Birla Fashion and Retail Limited

Constraints of the Study: 1. Time Constraint – The study had to be completed within a specific academic/project deadline, which limited the duration available for in-depth analysis. 2. Accessibility of Data – Access to internal HR records and performance reports was limited due to confidentiality policies. 3. Employee Availability – Some employees were unavailable for participation due to shift schedules or work pressure.

Limitations of the Study: 1. The study is limited to one organization (ABFRL), so results may not be generalizable to other companies or industries. 2. The research was conducted during a specific period, and employee sentiments may change over time. 3. Self-reported data through questionnaires is subject to personal bias or social desirability bias. 4. The study does not account for external factors (e.g., economic conditions, personal life events) that could impact employee performance

**DATA ANALYSIS AND INTERPRETATION**

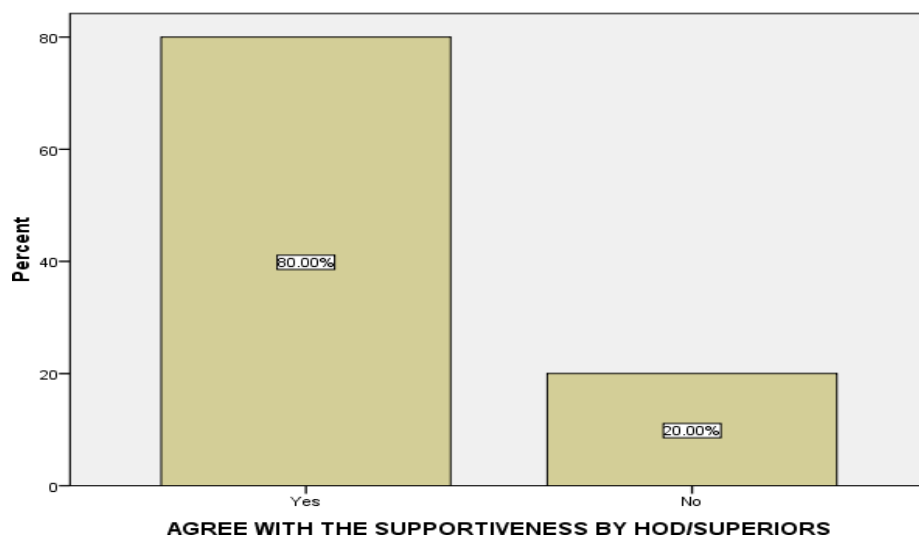
**TABLE NO 1**  
**AGREE WITH THE SUPPORTIVENESS BY HOD/SUPERIORS**

S.NO	SUPPORTIVENESS BY HOD/SUPERIORS	NO .OF RESPONDENTS	PERCENTAGE
1	Yes	120	80.0%
2	No	30	20.0%
	<b>TOTAL</b>	<b>150</b>	<b>100%</b>

**Source: Primary Data INTERPRETATION**

The above table shows that 80.0% of the respondents are agree with supportiveness by HOD/Superiors and 20.0% of the respondents are disagree with the supportiveness by HOD/Superiors.

Majority 80.0% of the respondents are agree with supportiveness by HOD/Superiors

**CHART NO 1**

**TABLE NO 2**  
**SUGGESTION WILL BE CONSIDERED DURING JOB**

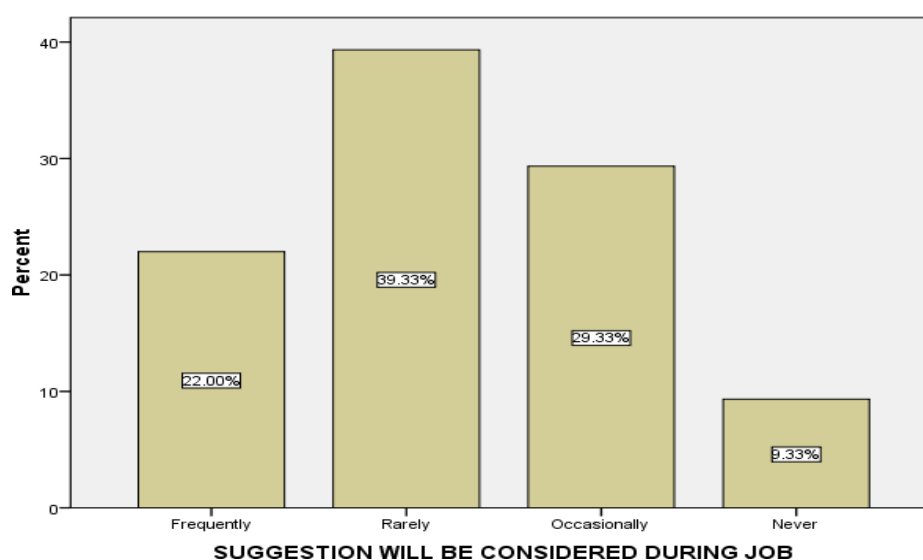
S.NO	SUGGESTION	NO .OF RESPONDENTS	PERCENTAGE
1	Frequently	33	22.0%
2	Rarely	59	39.3%
3	Occasionally	44	29.3%
4	Never	15	9.3%
	<b>TOTAL</b>	<b>150</b>	<b>100%</b>

**Source: Primary Data INTERPRETATION**

The above table shows that 22.0% of the respondents are frequently suggestion will be considered during job, 39.3% of the respondents are rarely suggestion will be considered during job, 29.3% of the respondents are occasionally suggestion will be considered during job and remaining 9.3% of the respondents are never suggestion will be considered during job

Majority 39.3% of the respondents are rarely suggestion will be considered during job.

**CHART NO**



**SUMMARY OF FINDINGS**

1. Majority 39.3% of the respondent's age are 26-30 years
2. Majority 62.0% of the respondents are male.
3. Majority 34.7% of the respondents' qualification are HSC
4. Majority 41.3% of the respondents experience are 2-5 years.
5. Majority 30.0% of the respondent's remuneration are Rs.15000-20000
6. Majority 31.3% of the respondents are satisfied and neither satisfied nor dissatisfied with current compensation and benefits.
7. Majority 34.7% of the respondents are agree in engagement with management decision making.
8. Majority 36.7% of the respondents are good with company infrastructure
9. Majority 54.0% of the respondents are highly satisfied with recognition given by the management.
10. Majority 47.3% of the respondents are highly satisfied with performance by the superior and the team members.
11. Majority 80.0% of the respondents are agree with supportiveness by HOD/Superiors
12. Majority 39.3% of the respondents are rarely suggestion will be considered during job.
13. Majority 48.0% of the respondents are sometimes importance of job.
14. Majority 29.3% of the respondents are satisfied with suggestion about the development on work.

15. Majority 39.2% of the respondents are satisfied with improving skill and job knowledge.
16. Majority 75.3% of the respondents are agree with functions conducted by organization
17. Majority 35.3% of the respondents are highly satisfied with stress relief programs conducted by organization.
18. Majority 58.0% of the respondents are satisfied with utilizing the potential of employee.
19. Majority 81.3% of the respondents are got proper field to execute their ideas.
20. Majority 31.3% of the respondents are satisfied with the level of trust on team. 48
21. Majority 32.0% of the respondents are satisfied with materials and equipment to work efficiently
22. Majority 65.3% of the respondents are having opportunities at work to learn and grow.
23. Majority 43.3% of the respondents are got the required information to do job well

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## SUGGESTION

Based on the findings of the study, several key suggestions and recommendations can be made to enhance employee engagement and improve overall performance at Aditya Birla Fashion and Retail Limited (ABFRL):

1. Strengthen Internal Communication: Establish transparent and two-way communication channels between management and employees. Encourage regular team meetings, feedback sessions, and updates on company performance and goals.
2. Enhance Recognition and Reward Programs: Implement structured recognition programs to appreciate employee contributions. Offer both monetary and non-monetary incentives, including "Employee of the Month" awards, spot bonuses, and public acknowledgment.
3. Foster a Positive Work Environment: Promote a culture of respect, inclusion, and support. Improve workplace facilities, safety, and policies that support work-life balance.
4. Invest in Employee Development: Conduct regular training, skill development workshops, and career growth sessions. Provide clear pathways for promotion and advancement to motivate long-term commitment.
5. Improve Leadership Engagement: Train managers and team leaders in people management and emotional intelligence. Encourage leadership to be more approachable and supportive of employee needs.
6. Implement Feedback Mechanisms: Use engagement surveys, suggestion boxes, and open forums to gather employee input regularly. Take visible action based on employee feedback to build trust and credibility.
7. Encourage Goal Alignment and Ownership: Ensure that individual roles and responsibilities are clearly defined and aligned with organizational goals. Involve employees in goal-setting and performance planning to foster ownership.
8. Monitor and Evaluate Engagement Metrics: Regularly track key engagement and performance indicators Use data to make informed HR decisions and tailor engagement strategies to different departments. These recommendations aim to create a more engaging, motivated, and high-performing workforce, contributing to ABFRL's continued growth and success.
9. Strengthen Recognition and Reward Systems: Implement real-time appreciation platforms (e.g., digital badges or spot awards). Celebrate team and individual achievements in monthly meetings or newsletters to boost morale.
10. Enhance Communication Channels: Encourage two-way communication through regular team huddles, feedback sessions, and employee surveys. Make leadership more approachable by hosting informal "Ask Me Anything" sessions with managers or HR.
11. Provide Personalized Training & Development: Offer more role-specific and skill enhancing training programs. Develop career progression paths and mentorship programs to retain top talent and develop future leaders.
12. Improve Work-Life Balance Initiatives: Introduce flexible work schedules or rotational shifts where feasible Promote mental wellness through stress management workshops and wellness activities.
13. Encourage Employee Involvement in Decision-Making: Involve employees in brainstorming sessions and problem-solving meetings to make them feel valued. Allow autonomy in task execution to build trust and ownership.
14. Regularly Monitor Engagement Levels: Conduct periodic engagement surveys and one-on one reviews to keep a pulse on employee sentiments Use data insights to make informed adjustments in engagement strategies.

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## CONCLUSION

The study aimed to explore and analyze the relationship between employee engagement and employee performance at Aditya Birla Fashion and Retail Limited (ABFRL). Based on the research findings, it is evident that a strong correlation exists between high levels of employee engagement and improved job performance. The study revealed that factors such as effective communication, recognition, leadership support, and career development opportunities play a vital role in driving employee engagement. In turn, engaged employees were found to exhibit greater productivity, commitment, job satisfaction, and organizational loyalty. However, challenges like inconsistent work-life balance, limited training opportunities, and uneven engagement across departments were also identified, suggesting room for strategic improvements in HR practices. In conclusion, fostering a culture of engagement is not only beneficial for individual employees but is also a critical driver of organizational success. By continuously investing in employee-centric policies and listening to employee feedback, ABFRL can maintain a motivated, high-performing workforce that aligns with its business goals and values.

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## DIRECTIONS FOR FUTURE RESEARCH

While this study provides valuable insights into the relationship between employee engagement and performance at Aditya Birla Fashion and Retail Limited (ABFRL), there are several areas that future research can explore to build upon these findings: Longitudinal Studies: Future research can

conduct long-term studies to analyze how employee engagement levels evolve over time and how they influence sustained performance. Comparative Studies: A comparative analysis between ABFRL and other companies in the fashion retail sector can offer deeper insights into industry-wide trends and best practices. Impact of Leadership Styles: Further research could explore how different leadership styles impact employee engagement and performance outcomes. Department-Specific Engagement: Future studies could focus on engagement levels in specific departments (e.g., sales vs. corporate) to identify unique challenges and solutions. Technological Influence: With the increasing adoption of digital tools in HR and operations, future research could investigate how technology affects employee engagement and performance. Diversity and Inclusion Factors: Research could explore how gender, age, and cultural diversity influence engagement and performance within ABFRL. Psychological and Emotional Factors: Studies could delve deeper into the role of employee well-being, job stress, and emotional intelligence in driving engagement and performance. By exploring these areas, future researchers can contribute to a more holistic understanding of employee engagement and help organizations develop more effective and targeted strategies.

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