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Employee Engagement and Retention at Haldiram's

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ABSTRACT:

This study explores employee engagement and retention at Haldiram's, a major player in India's FMCG industry. The aim is to understand how HR policies, workplace culture, and daily experiences affect employee satisfaction and loyalty. Using surveys, interviews, and focus groups, the research identifies key motivators such as recognition, growth opportunities, and communication. The paper concludes with strategic recommendations to strengthen engagement and reduce attrition.

Introduction

Employee engagement and retention are critical for organizational success. While Haldiram's is widely recognized for its food products, its sustained performance depends equally on its workforce. This research focuses on how the company fosters motivation, what drives employees to stay, and where improvements are needed.

Objectives

- Identify existing engagement practices
- Understand reasons for employee retention or turnover
- Evaluate HR policies and their effectiveness
- Gather feedback on workplace environment
- Suggest actionable improvements

Methodology

A mixed-method approach was adopted.

- **Surveys** captured data on job satisfaction and engagement from various departments.
- **Interviews** with long-term employees revealed insights into motivation and loyalty.
- **Focus groups** provided a forum for discussing workplace culture and challenges.
- Both qualitative and quantitative analysis methods were used to interpret the findings.

Key Findings

- **Positive Brand Identity:** Most employees feel proud to be associated with Haldiram's.
- **Recognition Encourages Engagement:** Praise and acknowledgment boost morale.
- **Limited Growth Opportunities:** Employees expressed concern over unclear promotion paths.
- **Communication Gaps:** Some departments lack transparency and regular feedback.
- **Workload Stress:** High pressure during peak seasons affects well-being.
- **Manager Influence:** Teams led by communicative and empathetic managers show higher engagement.

Insights from the Field

A production unit that practiced regular team meetings and recognized performance achieved better attendance and morale. In contrast, a sales unit faced frequent resignations due to unrealistic targets and poor communication, highlighting the importance of leadership and goal clarity.

Recommendations

- **Conduct Regular Feedback Sessions:** Monthly or quarterly reviews encourage open communication.

- **Define Clear Career Paths:** Transparent growth opportunities motivate employees to perform better.
- **Provide Wellness Support:** Offer stress-relief resources during peak work periods.
- **Train Managers:** Equip team leads with communication and leadership skills.
- **Celebrate Small Wins:** Regular recognition builds a positive work culture.

Conclusion

At Haldiram's, employee satisfaction is shaped by daily interactions, leadership quality, and growth opportunities. By enhancing communication, recognizing achievements, and creating clearer career paths, the company can significantly improve retention and engagement. Investing in people not only boosts productivity but also ensures long-term organizational success.

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