



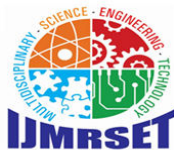
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A Comprehensive Study on Workforce Engagement at Hashone Careers Pvt Ltd

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ABSTRACT: Digital Employee engagement is a complex and multifaceted concept that plays a vital role in various dimensions of human resource management. The effective management of human capital is essential for ensuring high levels of employee engagement. This concept has its roots in earlier ideas such as job satisfaction, employee commitment, and organizational citizenship behavior, though it extends beyond them in scope. Compared to these three constructs, employee engagement offers a more robust indication of favorable organizational performance, as it embodies a mutual relationship between the employer and the employee. Engaged employees form strong emotional bonds with their organization, exhibit high levels of job commitment, and consistently display enthusiasm for contributing to the organization's success—often going beyond the responsibilities outlined in their job description.

KEYWORDS: Employee Engagement, Job Satisfaction, Employee Commitment, Behavior

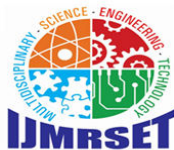
I. INTRODUCTION

It is noteworthy that contemporary global dynamics are profoundly shaped by the forces of Liberalization, Privatization, and Globalization (LPG), alongside advancements in Information, Communication, and Entertainment (ICE). Within the various domains of management, addressing the human factor remains the most intricate and demanding task. This challenge is particularly pronounced in the current technology-driven environment, where managers are required to be versatile and employees are recognized as knowledge workers. As a result, intense global competition has led to frequent employee attrition, making workforce retention a critical organizational priority. Given that skilled human resources constitute the cornerstone of organizational success, the concept of Employee Engagement has gained international prominence as a strategic solution. However, despite the growing interest in engagement, considerable ambiguity persists. There is a lack of consensus regarding its definition, and measurement approaches vary widely. Engagement is frequently conceptualized as an overarching construct encompassing job satisfaction, organizational commitment, and an employee's intent to remain. Furthermore, some scholars argue that engagement is multidimensional—manifesting in emotional, cognitive, and physical forms.

II. LITERATURE REVIEW

Gopika et al. (2021) aimed to determine the major factors contributing to employee engagement, specifically growth rewards and recognition. The study collected data from a random sample of 110 employees from the IT sector. The study found that growth factors such as employee success in the company, support from supervisors, and opportunities to apply their talents were significant contributors to employee engagement. The study also found that employees were optimistic about how their performance was valued by the organization and the frequency of recognition they received for their contributions to the company. The author concluded that there is a positive relationship between growth rewards and recognition, and employee engagement. Thus, providing more growth opportunities and rewarding employees better can lead to increased employee engagement in the organization.

Bhasin et al. (2010), Survey shows that Indian organizations have shown high levels of psychological capital among workers, which is the foundation for employee dedication and organizational success.



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Jolly Sahni (2021) the aim was to determine the significant positive relationship between job characteristics, job satisfaction, and organizational commitment. It was found that employee engagement partially mediated the relationship between job characteristics, job satisfaction, and organizational commitment. The data for the study was collected from 200 millennial employees. However, the study also found that based on the limited sample size of millennial employees, the findings cannot be generalized universally. The author concluded that the majority of young Saudi employees are moderately engaged in their jobs.

R. Krishnaveni et al. (2018) identified the need for a strong employee engagement program that emphasizes competence development, work characteristics, communication, and its influence on job satisfaction.

Carter et al. in 2018 it was found that employee engagement has a positive impact on various aspects of business such as customer satisfaction, productivity, profit, and performance. Additionally, it was observed that engaged employees have lower intentions to quit their job, as reported in a 2012 study by Jehanzeb et al. Furthermore, in a study conducted in the private sector of Saudi Arabia, it was found that employee engagement is positively associated with quality of work life and organizational commitment.

Rumbold et al. (2018) explored alternative work arrangements as a means of enhancing employee engagement and well-being. Specifically, the study discussed the implementation of a four-day workweek, where a traditional 40-hour work schedule is distributed across four 10-hour days. This restructuring was found to offer several benefits: employees had extended weekends for rest and personal activities, reduced commuting expenses, and better integration of work and life responsibilities. The study suggested that such flexible scheduling can boost employee morale, reduce burnout, and improve overall productivity—key indicators of strong engagement. The authors recommended that organizations consider such models, especially in industries where work-life balance is a significant concern.

Tomar et al. (2017) investigated the challenges and opportunities facing employee engagement in rapidly evolving service-oriented industries such as retail, tourism, telecommunications, media, banking, insurance, and logistics. The study emphasized that these sectors must reevaluate their traditional employee policies to align with international engagement standards. With globalization reshaping work cultures, companies in these industries must adapt by adopting inclusive HR practices, modern performance management systems, and technology-driven engagement tools. Tomar et al. argued that only by evolving their engagement strategies could organizations remain competitive in attracting and retaining top talent in a globalized labor market.

Maria Vlasova et al. (2017) conducted a study exploring the relationship between job satisfaction, engagement, and burnout. Their research confirmed that employee engagement positively correlates with job satisfaction—employees who feel emotionally and cognitively connected to their work are more likely to be satisfied with their jobs. However, the study also examined how burnout, often resulting from prolonged stress and poor work-life balance, negatively impacts both engagement and performance. The authors stressed the importance of implementing wellness programs, workload management, and psychological support systems to prevent burnout and sustain engagement, particularly in high-pressure environments.

Mishra's (2017), results revealed that there is a positive relationship between job satisfaction and work engagement. Further analysis showed that employee job satisfaction leads to employee engagement. Employee engagement linked to financial performance comprising revenue growth, profit margins, shareholder return, and operating income is almost three times greater than organizations with disengaged personnel. It also elaborates that higher employee engagement levels result in lower absenteeism and job stress and better well-being and health.

Vyas et al. (2017) underscored the importance of psychological involvement in organizational activities as a determinant of job performance. The study showed that employees who are highly engaged—those who feel a strong emotional connection and sense of purpose in their work—consistently demonstrate better job performance. This includes greater efficiency, innovation, and collaboration. The authors concluded that engagement fosters a proactive attitude among employees, who are more likely to take initiative and contribute beyond their formal job responsibilities. Consequently, organizations that nurture engagement can expect not only improved individual performance but also enhanced overall productivity.



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Nayak et al. (2016,) revealed that the factors contributing to productivity and its overall impact on the organization are measured through the data collected by way of a questionnaire. They found our survey and analysis the employees had different opinions and confidence and also found through our 6 Cs parameters i) Clarity ii) Confidence iii) Convey iv) Connect v) Credibility and vi) Career, the employees agreed with these parameters to improve the purpose of effective employee engagement in manufacturing companies. (Johansen & Sowa, 2019) engagement in human resource practices such as recruitment, performance management, socialization, and training and development as proposed in recent studies. The human resource practices directly influence employee engagement.

Gorman et al. (2015), found that the Engaged employee consistently demonstrates three general behaviors that improve organizational performance: They are

Say: The employee advocates for the organization to co-workers, and refers potential employees and customers.

Stay: The employee has an intense desire to be a member of the organization despite opportunities to work elsewhere.

Strive: The employee exerts extra time, effort, and initiative to contribute to the success of the business.

Gustomo et al. (2015) similarly affirmed the strong link between employee engagement and individual job performance. Their findings reinforced existing research indicating that engaged employees are more likely to exhibit higher levels of commitment, accountability, and productivity. The study emphasized the role of organizational support in fostering this engagement, including recognition programs, leadership accessibility, and opportunities for professional development. Gustomo et al. argued that employee engagement is both a driver and a result of high performance, creating a virtuous cycle that benefits both employees and organizations alike.

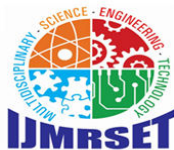
Tse et al. (2014) focused on the role of leadership in driving employee engagement. Their research revealed that effective employee engagement strategies, when championed by business leaders, significantly elevate engagement levels across organizations. These strategies included transparent communication, personalized feedback, employee involvement in decision-making, and recognition of achievements. The study highlighted that leadership behavior sets the tone for organizational culture; when leaders model engagement, employees are more likely to feel valued, heard, and motivated. Tse et al. concluded that strategic, leadership-driven engagement efforts are essential to building resilient and high-performing teams.

Bloom et al., (2015), survey shows that many businesses have seen the positive effects of flexible work arrangements on productivity and bottom-line results. The technology company Dell, for instance, has a program called "Connected Workplace" that encourages employees to work from home if they so choose.

Moussa (2013) conducted a comprehensive study in Saudi Arabia focusing on employee turnover intentions among Saudi nationals. The findings revealed that a significant contributor to high turnover was the perceived lack of organizational support and recognition. Employees felt that their efforts were not adequately acknowledged, nor were they provided with sufficient backing from their managers and leaders. This absence of support created a sense of alienation and devaluation, which fueled intentions to leave the organization. Moussa emphasized that organizations must cultivate a culture of recognition and genuine support if they aim to retain talent and reduce attrition, especially in culturally sensitive or government-driven work environments where nationalization policies influence workforce composition.

III. METHODOLOGY

The study consists of both primary and secondary data. Primary data is collected from a structured questionnaire from the employees. Secondary data is collected from journals, magazines, websites, newspapers, periodicals, etc., The research instrument used by the researcher is the Questionnaire. The sample units are the employees of Hashone Careers Pvt Ltd Coimbatore. Since this study was done in a startup the sampling method used in the study is a census of 30 respondents, who are the full-time employees of the Hashone careers. Regression and T-test analysis were used in this study.



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Analysis And Interpretations :

Job satisfaction on employee engagement :

(H₀): There is no significant influence of job satisfaction on employee engagement of the respondents

One Sample T-test						
Test Value = 0						
	t	df	Sig. (2tailed)	Mean Influence	95% Confidence Interval of the Influence	
					Lower	Upper
Job satisfaction on employee engagement	40.697	29	0.000	25.867	24.57	27.17

Interpretation:

The above table shows the one-sample t-test of job satisfaction on employee engagement of the respondents. It can be concluded that the job satisfaction on employee engagement is found significant at a 1% level with a t value of 40.697. Hence, it can be conferred that there is a significant influence in job satisfaction on employee engagement of the respondents.

Employee manage responsibilities from work schedule flexibility on their engagement:

(H₁): There is significant relationship between work schedule flexibility and the ability to manage personal and professional responsibilities.

Regression				
Model	-2 Log Likelihood	Chi-Square	df	Sig.
Null Hypothesis	20.629			
General	10.521 ^b	10.108 ^c	9	0.342

Interpretation:

The above ordinal regression analysis explores the relationship between work schedule flexibility and the ability of employees to manage their personal and professional responsibilities. The Test of Parallel Lines yielded a p-value of 0.342, Therefore, it can be concluded that there is no significant influence of work schedule flexibility on the ability to balance personal and professional responsibilities among the respondents at Hashone Careers.

Findings:

T-Test:

There is a significant influence of job satisfaction on the employee engagement of the respondents.

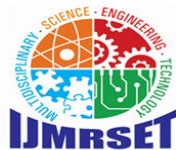
Regression:

The Regression table shows that there is a ordinal regression analysis explores the relationship between work schedule flexibility and the ability of employees to manage their personal and professional responsibilities. The Test of Parallel Lines yielded a p-value of 0.342, Therefore, it can be concluded that there is no significant influence of work schedule flexibility on the ability to balance personal and professional responsibilities among the respondents at Hashone Careers.

Suggestions:

Based on the study the following suggestions have been recommended

1. Management should provide leadership development training for managers and supervisors to enhance their supportiveness, communication skills, and ability to motivate teams effectively.
2. Management should continue to recognize and appreciate employees' contributions and innovative ideas to strengthen employee engagement and organizational efficiency.



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3. Providing more opportunities for skill development and learning will encourage employees to grow and perform better within the company.
4. The organization should maintain and expand flexible work schedules to help employees effectively manage their personal and professional responsibilities.

IV. CONCLUSION AND FUTURE WORK

In this paper, it is essential for all employees to feel valued and appreciated for their contributions to the organization. Employees should be aware that their efforts play a crucial role in driving the organization forward. With the current competition for skilled talent, it is important to attract, inspire, and retain top talent by providing a work environment that breaks the monotony and allows employees to enjoy their time within the organization. The organization can foster engagement and commitment by offering attractive benefits and personal support services to employees, encouraging them to deliver their best performance. By doing so, the organization can motivate employees to contribute to its growth and development.

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