

Employee Engagement – A Strategic HR Tool For Business Sustainability In Family Firms

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Abstract

This research paper explores the crucial role of employee engagement as a strategic human resource (HR) tool for ensuring the sustainability and success of family firms. Family firms represent a significant proportion of businesses worldwide, making their sustained growth and longevity vital for the global economy. However, these firms face unique challenges, such as maintaining a harmonious work environment, effective communication, and decision-making across generations. Employee engagement has emerged as a critical factor that can address these challenges, foster a positive organizational culture, and improve business outcomes. Employee engagement is indeed a critical strategic tool for business sustainability in family firms. In this context, "employee engagement" refers to the emotional commitment and dedication that employees have towards their organization. In family firms, where there is often a unique blend of family and business dynamics, fostering a positive and engaged workforce becomes even more crucial. This paper synthesizes existing literature on employee engagement in family firms and provides insights into its benefits and practical implementation.

Keywords: Organization, Employee Engagement, Competitive Advantage, Values and Ethics, Diversity, Flexibility, Job Enrichment, Leadership, Work-life Balance, Recognition, Relationship, Feedback

Date of Submission: 08-04-2025

Date of Acceptance: 18-04-2025

I. INTRODUCTION

Family firms hold a prominent position in India's economic landscape, representing a significant proportion of businesses across various sectors. These enterprises are characterized by a unique blend of family ownership, management, and control, making them distinctive entities in the country's corporate environment. Rooted in India's rich cultural and social fabric, family firms have played a pivotal role in shaping the nation's entrepreneurial spirit and economic development.

Historically, family businesses have been the backbone of India's economy, with many established conglomerates tracing their origins back generations. These firms have been instrumental in fostering innovation, generating employment, and contributing to the nation's GDP. From small-scale enterprises to large, diversified conglomerates, family firms encompass a wide range of operations, spanning manufacturing, services, retail, and more.

One of the defining features of family firms in India is the close-knit nature of their operations. Family ties often extend to the top management, where family members assume key leadership roles. This sense of kinship brings a unique set of strengths and challenges. On the positive side, it fosters a long-term vision, commitment, and loyalty towards the business. Family values and traditions often permeate the organizational culture, creating a strong sense of identity and purpose.

However, the intersection of family dynamics with business matters can also give rise to specific challenges. Issues related to succession planning, decision-making, and resolving family conflicts can pose significant hurdles to the sustained growth and professionalization of family firms. Balancing the interests of family members and non-family employees can also be a delicate task, requiring thoughtful management strategies.

The Indian government and policymakers recognize the importance of family firms in driving economic growth and have taken steps to support and promote their development. Various policy measures and initiatives have been introduced to provide financial incentives, reduce regulatory burdens, and encourage innovation and entrepreneurship within family businesses.

In recent years, family firms in India have undergone significant transformations. Many have embraced professional management practices, incorporated corporate governance mechanisms, and introduced more transparent business practices. These changes have not only strengthened these firms' competitiveness but also enhanced their credibility in the global business landscape. As India continues to experience rapid economic growth and globalization, family firms are poised to play a pivotal role in shaping the nation's economic future.

The ability of these firms to navigate the complexities of family dynamics, adopt contemporary business strategies, and maintain a strong commitment to employee engagement and sustainable growth will determine their success and longevity in the dynamic Indian business ecosystem.

Besides keeping up pace with the changing needs and demands of the customer, offering timely delivery with innovative and value-added goods and services to the customers by differentiating its competitors can only achieve business sustainability. Indeed, the employees can make a difference to meet these challenges of change and increasing competition. Accordingly, the family runned firms need to continuously reinvent their business processes to understand the changing requirements of the customer and redefine HR practices to motivate and improve employee morale. To navigate these challenges, the role of HR Management (HRM) becomes vital in facilitating, motivating and engaging the employees to gain competitive advantage which enables business growth and sustainability. Further, the need for employee engagement is much relevant in today's context as the workforce particularly the millennial show a higher tendency to be distracted and disengaged at work.

II. OBJECTIVES

1. To develop an understanding and importance of employee engagement in achieving business sustainability in Family Firms.
2. To get an insight into determinants of employee engagement that fosters business sustainability in Family Firms

III. LITERATURE REVIEW ON EMPLOYEE ENGAGEMENT IN FAMILY FIRMS

Employee engagement is a crucial factor that directly influences the success and sustainability of family firms in the global business landscape. Scholars have extensively examined the concept of employee engagement in family firms, seeking to understand its impact on various organizational outcomes and identify the drivers and barriers to achieving high levels of employee engagement. Several studies have highlighted the importance of employee empowerment and recognition in fostering employee engagement in family firms. Employee engagement in family firms is a topic that has garnered increasing interest in both academic and practitioner circles. According to Robinson et al., there is a significant gap between the level of research conducted on employee engagement by practitioners and consulting firms and the level of research done in academics. However, in recent years, there has been a growing recognition of the importance of employee engagement in organizational success, prompting increased research and interest in this area of study

Employee engagement is essential for the success of family firms. Previous research has indicated that employee engagement leads to higher productivity and better customer satisfaction in family firms. Employee engagement is also linked to lower employee turnover in family firms. Research has shown that engaged employees are more committed to the long-term success of the family firm. In a family firm, employees are more likely to treat the business as their own and go the extra mile to ensure its success. This sense of ownership and commitment is a key factor in the growth and sustainability of family firms.

In a study conducted in family businesses, employee engagement is linked to the company's values and culture. When employees adhere to these values, they are more engaged and committed to their work, which leads to a sense of belonging and purpose. This alignment is crucial for employee engagement in family businesses, as it encourages employees to contribute to the company's success and remain loyal. Creating a positive work environment by aligning employee values with the values of the family business helps ensure long-term success and sustainability.

Another study reflected that family businesses with high employee engagement tend to have lower turnover, higher productivity and improved performance. It is important to create a work culture that fosters relationships, trust and communication between family and non-family employees. This dynamic fosters an encouraging atmosphere and increases employee commitment to family businesses. In addition, highly engaged employees of family businesses are often innovative and creative, offering new perspectives and solutions to improve operations and product quality.

In similar lines of a study conducted the role of employee engagement in family businesses states that, employee engagement is linked to the company's values and culture. When employees adhere to these values, they are more engaged and committed to their work, which leads to a sense of belonging and purpose. This alignment is crucial for employee engagement in family businesses, as it encourages employees to contribute to the company's success and remain loyal. Creating a positive work environment by aligning employee values with the values of the family business helps ensure long-term success and sustainability.

Family ownership and the way a family business is run can give it special qualities that help build loyalty, a good image, and a focus on the long term. This, in turn, could change the way family employees and other employees work together. Stewardship is often more important than agency relationships in family businesses, which means that non-family workers get more attention. The study didn't find much evidence for the ideas that family businesses have more engaged employees and that the causes of employee engagement are different for family businesses and other businesses. The study didn't find much evidence for the ideas that family businesses

have more engaged employees and that the causes of employee engagement are different for family businesses and other businesses. People usually think that family companies have more engaged employees than non-family businesses, but these results show that this isn't always the case. But it's important to note that while this study didn't find any big differences between family-owned and non-family businesses in terms of employee engagement, other studies have shown that family-owned businesses have certain traits that can lead to higher levels of employee engagement. Firms with family ownership and management tend to have unique traits, like loyalty, a good image, and a focus on the long term. These traits can help workers feel like good stewards, which can lead to higher levels of engagement. People who work for family businesses may care more about their workers' health and growth because they see them as part of the family.

Based on the study of data from a sample of 228 business owners, job satisfaction related to employee relationships has a big impact on whether or not a business owner wants to keep running their own business. On the other hand, job satisfactions related to status do not have a big effect on the desire to start a business. Also, our study shows that social context affects how people think about the links between things that make them happy at work and things that make them want to keep working. In particular, emotional support from family members has a big effect on these links, especially when people who own family businesses are compared to people who own businesses that aren't related to their family.

The primary objective of any business or industry is to have first its survival, accomplish success by meeting business objectives, and have sustainable growth by gaining a competitive advantage. To meet this objective, the employer engages the employee with a mutual understanding in terms of employment and more so through a psychological contract. The employee joins the organization by contributing his experience, knowledge, skills and abilities besides dedicating his time to get involved in meeting the organizational objectives and with an aspiration to advance his knowledge, skills and attain career growth. During the period of employment of the employee, the organization shall have the responsibility to engage his services fully and ensure to give his best to the organization. In other words, employee engagement has the highest relevance in fulfilling the organizational objectives and maintain business sustainability.

The research studies indicate that the engaged employees go beyond the call for duty and have a sense of fulfilment and satisfaction from their job. Beyond caring for their work, they exhibit eagerness and tend to have an attitude of willingness and support for their peers and deeply involved in the company's growth. While an employee's job satisfaction limits to his / her domain, may not show much concern beyond basic responsibilities, whereas an engaged employee besides his / her commitment to the work, tend to be proactive, innovative and suggest ways to improve performance and business growth. Further, the studies explicate that making employees happy at work remains transactional, whereas organizations making an effort to fully engage the employees and ensuring that they enjoy the work goes beyond transactions and they become part of the company's assets. In today's business context, sustainability is increasingly becoming important and has a greater impact on internal stakeholders or employees besides external stakeholders to gain a competitive advantage. The scope of sustainability in the organization is much wider and goes beyond profitability, encompassing the economic, ecological, and social environment of an organization. In other words, the effectiveness of the organization can be sustained based on the financial strength of its products or services, conscious and cautious utilization of organizational resources and environmental-sensitive practices, equity and well-being of employees. It is evident from the studies that sustainable initiatives enable the organization to enhance brand image and marketability, increase productivity and reduce costs, attract and retain talents, create opportunity for investors and growth in shareholders' value, increase business ability in compliance with regulations, effective and efficient use of energy, optimum utilization of resources and reduction of waste.

To reap the benefits of sustainability, organizations need to establish a culture of openness to foster collaboration and creativity, transparency in its processes and operations, clear clarity of communication with the employees and nevertheless through inspired leadership. Further, involving and educating employees across the levels in sustainable initiatives such as corporate social responsibility, training on sustainable practices, compliance and regulations, community development, etc. should become an enduring practice.

It is observed from the research studies that sustainability initiatives and employee engagement can harness a culture that has a positive impact on the organization, employees and the communities they live in. While it is rather difficult to make a majority of employees fully engaged, sustainability initiatives stimulate those employees who are not engaged or actively disengaged to come together with a sense of drive, passion and purpose to unleash their potential to make a difference. Further, such initiatives also inspire the employees to associate themselves to drive the organization towards performance improvement and in achieving the business goals, and also enable them to resonate in their domestic front to make better choices in serving the family, community and the environment as well.

IV. RESEARCH METHODOLOGY

Primary data is information that the researcher collects directly using methods such as surveys, polls, observations, case studies and interviews. This study uses questionnaires to collect basic data. On the other hand, secondary data is data collected from others such as journals, books, reports and websites. In this study, secondary data includes international journals, books and websites mentioned in the bibliography. The research methodology includes statistical analysis, especially multiple regression analysis, which helps to model and analyze the dependent variable (employee engagement) and several independent variables (Organizational Policies, Values, and Ethics, Diversity and Inclusion, Workplace Wellbeing and Flexibility, Leadership, Job Enrichment, Career Growth and Development, Team and co-workers

Feedback, Work life Balance). Data is collected from 108 family owned business firms from in and around Pune Location. Analysis involves calculating the coefficient of determination (R^2) to determine how much of the total variance can be explained by the independent variables and performing F- and t-tests to determine which hypotheses can be accepted.

V. DATA ANALYSIS

Cronbach's alpha determines if the measuring instrument's items measure the specified variable reliably and consistently. It shows how closely identical instrument components are. Higher Cronbach's alpha values indicate higher internal consistency, indicating closer relationship and reliability. Cronbach's alpha is 0–1. Higher numbers (closer to 1) suggest internal consistency. Cronbach's alpha above 0.7 is acceptable, but above 0.8 is preferred for crucial measurements. The table below shows that no items were removed from the scales because they matched the above-0.7 condition, even though doing so would have improved several alpha values. Alpha ranged from .773 to .953, with .773 being the lowest and .953 the highest. Here are the reliability analysis results:

Table 1 Reliability Analysis

Variable	Number of items analyzed	Cronbach's alpha
1. Organizational Policies, Values, and Ethics	4	.841
2. Diversity and Inclusion	5	.886
3. Workplace Wellbeing and Flexibility	4	.773
4. Leadership	5	.915
5. Job Enrichment	4	.953
6. Career Growth and Development	4	.847
7. Team and co-workers	4	.811
8. Feedback	5	.802
9. Worklife Balance	3	.794

Bartlett's sphericity test and the Kaiser-Meyer-Olkin sample adequacy test determine factorability of a matrix. Significant results ($p < 0.001$) were found in Bartlett's test, with a Kaiser-Meyer-Olkin measure of 0.749. Factor analysis is recommended for studying employee engagement in family firm sustainability.

Table-2: KMO and Bartlett's Test Results

KMO		0.749
Bartlett's Test of Sphericity	Chi square	271.69
	Degree of freedom	105
	significance	.000

Table -3: Total variance explained

Factor	Rotation sums of squared loadings		
	Total	Percentage of variance	Cumulative Percentage
1	3.088	15.439	15.439
2	2.162	10.810	26.248
3	1.602	8.011	34.259
4	1.461	7.304	41.563
5	1.283	6.413	47.976
6	1.231	6.154	54.129
7	1.217	6.086	60.216

The primary objective of factor analysis is to decrease the dimensionality of data by discerning the most significant latent elements. Each factor is indicative of an underlying construct that has a role in the observed correlations between variables. The utilisation of cumulative percentages facilitates comprehension of the extent to which the variability in the initial variables is explained as more factors are incorporated. A total of seven elements were retrieved from the aforementioned table. The factors that have been collected include organisational policies, values, and ethics; diversity and inclusion; leadership; job enrichment; career progression and development; team and co-workers; and feedback.

Bivariate correlation analysis serves as a statistical technique utilized to gauge the strength and direction of the association between two variables that are measured on a continuous scale. This analysis assists in establishing the presence and magnitude of the relationship between alterations in one variable and corresponding alterations in another variable. The table provided below presents the link between employee engagement and various factors and constructs. The data clearly indicates a significant and statistically meaningful association between employee engagement and all the characteristics. The most robust correlation is shown between the team and co-workers ($r = .881^*$), followed by job **enrichment** ($r = .863^*$) and leadership ($r = .857^*$). All observed relationships exhibited values greater than 0.50. The study's highest correlation coefficient is 0.8, which falls below the threshold of 0.90. This indicates that the data does not exhibit multicollinearity issues (Hair et al., 1998). Therefore, the data in the investigation exhibits no issues of co-linearity or multicollinearity.

Table-4 Bivariate Correlation Analysis

Dependent Variable	Independent Variable	Correlation Values
Employee Engagement	Organizational policies, values, and ethics	.621*

	Diversity and inclusion	.608*
	Leadership	.857*
	Job Enrichment	.863*
	Career growth and development	.614*
	Team and co-workers	.881*
	Feedback	.673*

Table-5: Results of Regression Analysis (Model Summary)

Model Summary							
Model	R	R Square	Adjusted R Square	Standard error of estimation	Change Statistics		
					R Square Change	F change	df1
1.	.817 ^a	.742	.738	.15362	.761	246.328	6

1.a. Dependent Variable: Employee Engagement

The coefficient of determination, also known as R-squared, is a statistical metric that quantifies the proportion of the variance in the dependent variable that can be explained by the independent variables in the model. In this scenario, the R-squared value is approximately 0.742, indicating that approximately 74.2% of the variance in the dependent variable can be accounted for by the independent variables in the model. On the other hand, the adjusted R-squared takes into consideration the number of predictors in the model and adjusts for the potential increase in R-squared that could occur by adding more predictors. In this case, the adjusted R-squared is approximately 0.738. To assess the overall significance of the model, the F-statistic is employed. In this instance, the F-statistic is calculated to be 246.328, with a p-value of 0.000. The obtained F-statistic suggests that the proposed model is statistically significant at the 1 percent level, indicating that it is acceptable for the given analysis.

Table 6. Coefficients Table of Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients Beta	Correlations		
		B	Standard Error		t	Sig	Zero Order
1.	(Constant)	-.809	0.134		-6.037	.000	
	Organisational policies, values, and ethics	0.234	0.075	.609	3.127	.000	.621*
	Diversity and inclusion	1.726	0.284	.710	6.077	.000	.608*
	Leadership	0.254	0.099	.525	2.565	.000	.857*
	Job Enrichment	0.732	0.124	.563	5.903	.000	.863*
	Career growth and development	0.218	0.071	.405	3.070	.003	.614*

	Team and co-workers	0.670	0.030	.094	22.344	.019	.881*
	Feedback	0.087	0.034	.117	2.558	.011	.673*

The "t" column represents the t-statistic, which is used to test the significance of each coefficient. The "Sig" column indicates the p-value associated with each coefficient's t-test. If the p-value is less than a chosen significance level (often 0.05), the coefficient is considered statistically significant. From this table, we can determine the relationships between the predictor variables and the dependent variable, their statistical significance, and the relative importance of each predictor after accounting for other predictors. The above table shows that the model is statistically significant and that there is a positive relationship between the seven identified variables and employee engagement in family led businesses. The following equation is formulated from the table above:

$$EE = 0.234*OPVE + 1.726*DI + 0.254*L + 0.732*JE + 0.218*CGD + 0.670*TCW + 0.087*F$$

VI. DISCUSSION AND FINDINGS

In a family-led business context, these factors could interact with the unique dynamics of such organizations. Family-led businesses often have distinct company cultures, communication styles, and values that can influence how these predictor variables impact employee engagement. If employees perceive that the organization follows ethical practices and values that resonate with them, they may feel more engaged and committed to their work. In a family-led business, promoting diversity and inclusion can foster a sense of belonging and empowerment among employees, leading to higher engagement levels. Similarly, relationships with colleagues and teamwork play a crucial role in employee engagement. Positive interactions with co-workers, collaboration, and a supportive team environment can contribute to a higher sense of engagement and job satisfaction. Regular feedback and communication from supervisors and management can contribute to employee engagement. Constructive feedback and recognition for a job well done can boost employees' confidence and sense of achievement, ultimately enhancing their engagement.

To cope up with the challenging times of competition and changing needs of the customers, employee engagement is pivotal in driving the organization towards business sustainability and achieving competitive advantage. Organizations are necessitated in making consistent efforts to initiate and implement strategies that enable the employees to fully engage and fosters a conducive work environment. The leaders and managers of the organization need to think alike and establish a cohesive approach in implementing the strategies that promote employee engagement. The findings of the study are summarized as follows.

- As the business functions are becoming more transparent, the organization culture embedded with its values and ethics serves as guiding principles and has an impact on employee engagement. The code of conduct framed by the company if followed in true spirit fosters a positive climate and more importantly creates a bonding among employees and superiors which enhances employee engagement.
- To reap the benefits of globalization, cultural diversity matters in creating a diverse and inclusive environment that enables greater business opportunities and employees as well to gain new insights into different cultures to work and communicate with diversified people.
- The study reveals that trust and collaborative approach can be instilled among employees through transformational leadership which focuses on regular interaction with employees, building relationships, encouraging employees to connect and work together, promoting to think innovatively and bring out new ideas, listening to employee's concerns, initiate action on feedback, and empowering employees.
- Work-life balance as a facilitating factor influences the organization's ability to retain the best talents and engage them fully to achieve business goals, and strike a reasonable balance between the personal lives and professional obligations of the employees,
- Meaningful job characteristics, autonomy, and timely feedback on performance enrich and motivate the employee towards engagement and fulfilment of organizational objectives.
- It is learnt that positive peer relationship is viewed as one of the valuable things to cultivate a conducive environment. When the employees understand each other and develop comradeship is more inclined to collaborate and work as a team, and stay longer in the organization. The employee perceives his supervisor/manager as the 'window of the organization' as he is everything for him at the workplace. Developing a harmonious relationship among the peers and superiors is critical for the employee to fully engage and be productive, and continue his / her tenure in the organization.
- The study indicates that the young workforce looks forward to career growth opportunities and has a desire to develop their marketable skills. It becomes necessary for the organizations to demonstrate their commitment to how employee's worth can be improved by providing continuous learning and development opportunities to

increase their knowledge, skills, and expertise which will have a positive impact in developing competencies and improving productivity and eventually leads to improved employee engagement as return on investment.

- It is learnt from the study that feedback is one of the important mechanisms to drive the employees to the desired level if done effectively yield better results and enhance employee engagement. Receiving feedback from the reporting authority is a valuable resource for employees and indicates that their leader/workplace are interested in their performance and development.

VII. IMPLICATIONS

The study accentuated how the factors such as values and ethics, cultural diversity, workplace flexibility, leadership, work-life balance, job enrichment, relationship with peers and superiors, employee recognition, career development and feedback contribute in engaging the employees towards improving productivity and achieving competitive advantage. The following are the implications of the study.

1. Organizations inculcating values and ethics as a culture facilitate a positive working environment and serves as guiding principle in all its business processes and workforce-related issues which lead to having a positive impact on employee engagement.
2. Creating an inclusive environment influences diverse culture and fosters higher levels of employee engagement as people with different background and experiences come together and able to think differently which enables them to develop innovative ideas resulting in improved performance and business sustainability.
3. Workforce flexibility that is built on communication, confidence, collaboration and connectivity leads to employee job satisfaction, a stronger commitment to the job, lower level of stress, higher levels of engagement and wellbeing of families.
4. Leadership can make a difference in transforming the organization and engage the employees in enhancing productivity and business sustainability.
5. Facilitating work-life balance at the workplace influences the organization's ability to retain the best talents to achieve business goals and fosters employee wellness.
6. Motivating and meaningful job characteristics increase employee satisfaction and boost productivity and have a positive impact on employee engagement.
7. Employee relationship with peers and superiors promotes collaborative and supportive network at the workplace which will improve productivity and improves employee engagement.
8. Performance recognition of the employees enables a sense of accomplishment and makes employees feel valued for their work besides increase in productivity and loyalty to the company leading to higher retention.
9. Organizational commitment in promoting employee's self-worth and providing continuous learning and development opportunities enables them to advance their skills and have a positive impact on employee engagement leading to higher productivity.
10. Giving and receiving feedback in the workplace yields maximum benefits. Employees feel more contented, initiative, enthusiastic, stay longer, and develop cordial relationship with their supervisor/manager if the manager provides effective feedback.

VIII. CONCLUSION

In contemporary business practises, it has been observed that firms have the potential to enhance employee loyalty by ensuring congruence between their corporate values and organisational objectives and aspirations. Hence, robust values can significantly influence the level of pride experienced by individual employees as they identify themselves as integral members of the organisation. In contrast to companies outside the realm of family businesses, which often prioritise transactional and outcome-oriented values, family businesses possess robust and enduring principles that facilitate the transformation of contractual employees into dedicated and loyal participants. These principles engender a sense of affiliation and direction among personnel, cultivating a more profound affiliation with the organisation and its objective. The enhanced sense of loyalty exhibited by employees has the potential to result in heightened levels of production, reduced rates of employee turnover, and the cultivation of a favourable work culture in its entirety. The latest study findings reveal that generosity, a behavioural characteristic, has a significant impact on the well-being, power, and effective management inside family firms. Upon analysing the family as a social entity, it becomes evident that altruism serves as a driving force behind the actions of family members, compelling them to provide care and support for one another. Family companies exhibit a profound level of compassion for others beyond their own circle. This altruistic sentiment extends beyond immediate family members and frequently encompasses employees and the surrounding neighbourhood. Family firms are renowned for their robust commitment to social responsibility, frequently participating in philanthropic endeavours and providing assistance to community initiatives. The dedication to acts of charity not only enhances the familial connection but also cultivates a favourable standing and allegiance among employees and customers.

Employee engagement is widely recognised as a crucial factor in driving organisational success within the business context. Elevated levels of engagement have been found to foster the retention of employees, cultivate loyalty among customers, and bolster the performance of organisations, so augmenting the value of stakeholders in both domestic and international commercial contexts. The concept of engagement is multifaceted and is impacted by various factors such as organisational communication, management approaches, workplace culture, as well as elements like trust, respect, and corporate reputation. The importance of education and career opportunities, maintaining a healthy work-life equilibrium, and possessing autonomy in decision-making are fundamental considerations for contemporary individuals throughout many generations. Human resources (HR) has the primary responsibility for developing, assessing, and appraising proactive workplace policies and strategies aimed at attracting and retaining individuals with the necessary skills and competences essential for organisational expansion and long-term viability, with the ultimate goal of fostering a culture of employee involvement and commitment. By fostering a culture of active participation, human resources departments have the ability to establish a workplace atmosphere in which employees perceive themselves as being highly esteemed and are driven to offer their utmost efforts. Furthermore, human resources (HR) assumes a crucial function in cultivating diversity and inclusion inside the organisational setting, guaranteeing that every employee is afforded equitable prospects for professional development and progression.

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