Employee Engagement and Employee Turnover: A study with reference to Deccan Fine Chemicals Pvt. Ltd.

An Internship Report for

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Submitted in partial fulfillment of Master's Degree

Master in Business Administration in HR

by

SAANIYA SHIVANAND KAMAT

Seat Number: 22P0280058

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Under the Mentorship of

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Goa Business School

Management Studies

GOA UNIVERSITY

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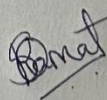
GOA UNIVERSITY

DATE: MAY 2024

Examined by: Seal of the School

DECLARATION BY STUDENT

I hereby declare that the data presented in this Internship report entitled, **"Employee Engagement and Employee Turnover: A study with reference to Deccan Fine Chemicals Pvt Ltd."** is based on the results of investigations carried out by me in the Discipline of Management Studies at Goa Business School, Goa University, under the mentorship of Dr. Paresh Lingadkar and the same has not been submitted elsewhere for the award of a degree or diploma by me. Further, I understand that Goa University or its authorities/College will be not be responsible for the correctness of observations / experimental or other findings given the internship report/work.

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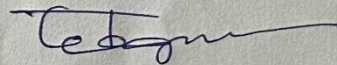
Saaniya Shivanand Kamat

Seat Number: 22P0280058

Date: 04|05|2024

Place: Goa University
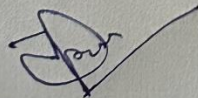
COMPLETION CERTIFICATE

COMPLETION CERTIFICATE

This is to certify that the internship report **"Employee Engagement and Employee Turnover: A study with reference to Deccan Fine Chemicals Pvt. Ltd."** is a bonafide work carried out by **Ms. Saaniya Shivanand Kamat** under my mentorship in partial fulfilment of the requirements for the award of the degree of **Master of Business Administration** in HR in the Discipline of Management Studies at the Goa Business School, Goa University.

Dr. Paresh Lingadkar

Project Guide

Date: 04|05|2024

Signature of Dean of School/HoD

School Stamp

Date: 04|05|2024

Place: Goa University

ACKNOWLEDGEMENT

OFFER LETTER

Deccan Fine Chemicals (India) Private Limited
Santa Monica Works,
Survey No.28/1-A, Corlim, Ilhas Goa 403 110, India
Tel.: +91 832 2460110, 3049110 Fax.: +91 832 2284151
Corporate ID No. U24117TG2006PTC050967

To,
The Programme Director,
Management Descipline
Goa Business School,
Goa University
Taleigao Plateau
Panjim - Goa

6th December, 2023

Dear Sir,

Further to your application, we are pleased to confirm internship for your student Ms. Saaniya Shivanand Kamat at Santa Monica Works, Goa from 15th January, 2024 to 3rd May, 2024.

We wish her a fruitful learning experience at our site.

Deccan Fine Chemicals (India) Pvt. Ltd.

Yogesh Arora
Head – Human Resources,
   Admin & CSR

INTERSHIP COMPLETION CERTIFICATE

deccan

Deccan Fine Chemicals (India) Private Limited
Santa Monica Works,
Survey No.28/1-A, Corlim, Ilhas Goa 403 110, India
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Corporate ID No. U24117TG2006PTC050967

3rd May, 2024

TO WHOMSOEVER IT MAY CONCERN

This is to certify that **Ms. Saaniya Shivanand Kamat,** a student of Goa University has completed her Internship in Human Resources Department at Deccan Fine Chemicals (India) Private Limited, Santa Monica Works, Corlim-Goa from 15th January, 2024 to 3rd May, 2024.

We wish her success in her future endeavors.

Deccan Fine Chemicals (India) Private Limited

Yogesh Arora
Head- Human Resources,
Admin & CSR

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EXECUTIVE SUMMARY

The internship at Deccan Fine Chemicals Pvt Ltd provided an immersive experience, delving into the intricacies of organizational dynamics and human resources management. Through a comprehensive analysis of employee engagement initiatives, job satisfaction metrics, and recruitment processes, a nuanced understanding of the company's operational landscape emerged. Noteworthy observations revealed the company's adeptness in fostering a vibrant culture of employee engagement, evident through initiatives like year-round sporting events, employee recognition programs, and the revival of the Pulse magazine. These efforts underscored Deccan's commitment to nurturing a cohesive and supportive work environment, fostering camaraderie, and celebrating achievements within the workforce.

Furthermore, the internship shed light on areas primed for enhancement, notably in organizational learning initiatives and turnover mitigation strategies. While Deccan exhibited strengths in fostering employee engagement, the analysis highlighted opportunities for bolstering organizational learning efforts and addressing turnover intention concerns. Recommendations ranged from promoting continuous learning opportunities to enhancing communication channels and refining recruitment processes. By implementing these suggestions, Deccan can further strengthen its organizational fabric, fortifying employee satisfaction, retention, and overall performance. Ultimately, the internship experience not only deepened insights into HR practices but also provided a platform for contributing to organizational growth and fostering a culture of excellence at Deccan Fine Chemicals Pvt Ltd.

1. CHAPTER 1: PROFILE OF THE COMPANY

1.1. Bird eye view

Deccan Fine Chemicals is a prominent player in the global chemical manufacturing landscape, offering specialized services in the production of active ingredients and advanced intermediates for the agrochemical, fine chemical, and specialty chemical sectors.

A key distinguishing factor of Deccan Fine Chemicals is its commitment to exclusivity. Each product is meticulously crafted for a single customer, ensuring a unique formulation and fostering deep partnerships with leading companies in crop protection, pharmaceuticals, and specialty chemicals worldwide.

With a robust asset and technology base, coupled with quality-driven project management, Deccan serves as a reliable partner to world-leading companies across three primary global markets: Crop Protection, Pharmaceuticals & Animal Health, and Specialty Chemicals. Their reach extends to major markets, including the USA, Switzerland, Belgium, Germany, Japan, and beyond.

Deccan's success is built on a foundation of high-quality, sustainable production practices, competitive pricing, and a proven track record of delivering projects on time. The company's dedication to excellence has earned it numerous performance awards from top customers and recognition as an Authorized Economic Operator – T1 by the Central Board of Excise & Customs.

Mission & vision

- Deccan focuses solely on "Custom Manufacturing" of products/services tailored to meet individual customer requirements.

- Deccan intends to be the preferred supplier of choice to the leading global chemical companies.

- Deccan vows to build and safely operate the best fine chemical manufacturing facilities of the highest standards of quality and safety.

- Deccan intends to establish itself as India's best and most trusted custom manufacturing company for leading chemical firms of the world.

1.2. Products and services offered

Deccan Fine Chemicals offers an array of high-quality products and services to meet the unique needs of its customers. The table below shows some of the key materials manufactured by Deccan Fine Chemicals, including Picoxystrobin Technical, Thiamethoxam Technical, DCP-Ketone, and Pretiachlor Technical, among others. These products exemplify Deccan Fine Chemicals' commitment to innovation, quality, and sustainability in the chemical manufacturing sector.

MATERIAL	MATERIAL DESCRIPTION
14000269	PICOXYSTROBIN TECHNICAL
14000181	CPTAP,,BULK
14000081	THIAMETHOXAM TECHNICAL 60 KG (SIL CMT)
14000133	Thiamethoxam (Using Cct.TL)-US/EU/JP/S
14000147	Thiamethoxam (Using Cct.TL)- CN
14000249	Thiamethoxam (Using Cct.TL)-ARGENTINA
14000167	DCP-KETONE (DISTILLED)
14000180	2,4,6-Trichloroaniline

14000146	Thiamethoxam (Using Cct.TL) - KR
14000050	ACTARA 25 WG 50 KG - KR
14000051	ACTARA 25 WG 50 KG 050
14000132	Thiamethoxam (Using Cct.TL)-
14000150	PRETILACHLOR TECHNICAL 220 KG...
14000013	Metobromuron
14000265	RATM 2nd Gen
14000082	THIAMETHOXAM TECHNICAL 60 KG (CMT FFP)
14000271	Zeolite-1 Slurry
14000046	PRETILACHLOR TECHNICAL 220 KG INA
14000042	PRETILACHLOR TECH. 94% MINIM 220 KG - JP
14000182	TNCF

1.3. Business areas

1. Agro chemicals Crop protection

Deccan Fine Chemicals excels in Crop Protection solutions with extensive experience and unwavering quality. Our expertise lies in synthesizing complex molecules, especially for contemporary herbicides, fungicides, insecticides, and plant growth regulators. With a skilled team adept in custom manufacturing, we understand and execute customer needs with precision and dedication.

Deccan collaborates closely with crop protection customers to offer tailored products, leveraging strategic positioning and extensive experience in contract manufacturing. With ISO-regulated facilities and a skilled workforce, we ensure exceptional project execution, meeting diverse client needs efficiently.

2. Pharmaceuticals and Animal Health

The animal health sector, part of the life sciences industry, includes products for farm animals, pets, and aquaculture. Many veterinary products are derived from human pharmaceuticals, with some active ingredients reformulated for animal use. Growing demand for animal medication is projected to boost the custom manufacturing market. Deccan's ISO and cGMP certifications demonstrate our commitment to maintaining the highest quality standards for pharmaceutical and animal health clients, emphasizing the paramount importance of quality and compliance in this domain.

3. Specialty chemicals

Deccan offers custom manufacturing solutions for specialty chemicals used in various industries, notably specialty polymers, rubber chemicals, dyes and pigments. With considerable expertise in chemical synthesis, diverse production platforms, ISO-regulated manufacturing facilities, and cost-effective production methods, Deccan is fully prepared to provide a wide range of solutions customized to meet its customers' specific requirements.

4. Contract Research Services

Deccan extends process research and development services to clients spanning various business domains. Leveraging cutting-edge physical assets and a team of adept R&D professionals, the company provides a spectrum of services including sample preparations, process development, route screening, proof of principle, safety and toxicology studies, analytical

development, and scale-up from laboratory-scale to pilot and industrial plant production in a cost-effective and timely fashion.

1.4. <u>Sections within the organizations</u>

1. Production Department

The production department prioritizes safety and operational efficiency through a structured Management of Change (MOC) process, meticulously documenting and assessing any operational adjustments to proactively manage safety, health, and environmental risks. Before increasing production, the MOC process is initiated to mitigate potential impacts, ensuring a seamless transition while prioritizing personnel and environmental well-being. A sophisticated Distributed Control System (DCS) enhances operational control, enabling real-time monitoring and adjustment of production parameters. Strategic on-site personnel facilitate material movement, while robust safety installations and personal protective equipment ensure safe chemical handling. Incidents are promptly documented through First Incident Reports (FIRs) for thorough analysis and continuous improvement efforts.

2. Human Resource Department

The Human Resource (HR) Department serves as the backbone of employee well-being and organizational effectiveness, overseeing critical functions ranging from recruitment and selection to employee placement and training. In addition to developing and maintaining HR policies, HR ensures legal compliance with employment laws, administers payroll and benefits, and manages various aspects of employee relations and workforce planning. This includes overseeing attendance, leave, compensation, and benefits distribution, as well as managing contractor hiring processes to ensure compliance and alignment with organizational goals. Furthermore, HR actively contributes to strategic planning, performance management, and

continuous improvement initiatives, serving as a vital bridge between the organization and its employees to foster a positive work culture and achieve business objectives. Overall, HR serves as a crucial link between the organization and its employees, promoting a positive work culture and facilitating the achievement of business objectives.

3. Administration Department

The Administration Department is dedicated to ensuring the well-being of both the site and its employees by providing essential facilities and services. These include uniforms, rainwear, toiletries, safety gear, and locker and restroom facilities for fixed employees. Additionally, the department manages transportation arrangements, such as buses for remote employees, bicycles for intra-departmental travel, and taxis for guests or employees in need. Maintenance of furniture and provision of office equipment like computers and stationery are also part of its responsibilities.

Moreover, the department oversees horticultural maintenance of garden areas and ensures compliance with welfare management for contractors. It monitors and limits employee overtime to a maximum of 55 hours per week, manages housekeeping staff, and enforces employee code of conduct regarding grooming standards and attire. Detailed records of employee facilities are meticulously maintained manually in registers by the administration team.

4. Finance Department

The Finance Department at Deccan Fine Chemical India Pvt. Ltd. employs advanced G-SAP software alongside manual Excel spreadsheet sorting for comprehensive financial management. Organized into three primary sections—Accounts Payable, Accounts Receivable, and the Indirect Tax Team—it ensures adherence to GST regulations and validation of

production-related vendor credits. Payments to foreign vendors, exempt from GST, undergo clearance through the Goa branch before processing at the Hyderabad Head Office, occurring bi-monthly on the 10th and 25th. Late payments incur interest charges, with Tax Deducted at Source (TDS) rates varying by vendor type and turnover. The department, led by the Finance Head, operates with defined Key Performance Indicators (KPIs) and targets, including Internal Audit Report monitoring and Fixed and Capital Cost management. Continuous improvement initiatives are pursued through Corrective and Preventive actions, monthly lock meetings, and knowledge management tools like Finance Team Space. Furthermore, the department handles budget preparation, MIS reporting, product costing, capacity calculations, variance analysis, and assessments of production process efficiency.

5. Quality Assurance and Control Department

Quality Assurance (QA) oversees product quality, while Quality Control (QC) verifies final product compliance. Material utilization occurs only after meeting specifications, with packaging materials rigorously tested before packing. QA tests raw materials using approved methods, ensuring prompt results under service level agreements, and initiating a resampling process for unsatisfactory results. The QC team ensures 100% compliance before packaging, with pre-dispatch inspections. Additionally, QA manages licensing with government entities and oversees contamination prevention, compliance with ISO standards, relevant legislation, document management, internal audits, incident investigations, nonconformance management, and customer complaint resolution through a well-equipped laboratory.

6. IT Department

In the IT Department, the data center assumes a pivotal role in managing critical infrastructure, including call manager systems for voice communications and security servers. Collaborating

with reputable suppliers like Airtel, BSNL, Jio, HP, Dell, and Reliance, the department ensures seamless operations and reliability. Communication tools such as CISCO Jabber software for chat communication and Microsoft Exchange for email services are meticulously managed, complemented by G-suite applications accessible across desktop and internet platforms.

The department enforces robust IT policies governing email and internal usage guidelines, along with stringent password policies to enhance security. Prioritizing data integrity, regular backups of PC data are performed, stored in a shared folder with five drives and a home drive with two drives. These backups are conducted biweekly, ensuring the secure storage of critical information and mitigating risks associated with unforeseen desktop or data crashes. This proactive approach underscores the department's commitment to safeguarding vital data and maintaining operational continuity.

7. Warehouse and Stores Department

The Warehouse Department oversees vendor interactions for raw material procurement and dispatches finished goods, maintaining significant stock levels of both, predominantly sourced locally in India. Ensuring timely delivery of goods at competitive prices is paramount. Fire alarm systems and beam detectors safeguard inventory, managed under the FIFO rule to prevent stockpiling, with monthly shelf-life reports. Handling a substantial 130 crore inventory, the department procures both directly and indirectly, including labelling and packaging materials. Key performance indicators include zero damaged or expired stock, with 9 forklifts and 3 pallet storage spaces across 9 warehouses ensuring efficient material handling. In the Stores Department, specific storage levels are allocated for various materials, while engineering materials are logged and coded upon receipt for easy tracking.

2. CHAPTER 2: INTRODUCTION TO THE RESEARCH TOPIC

"Employee Engagement and Employee Turnover: A Study with reference To Deccan Fine Chemicals Pvt Ltd."

Introduction

Employee engagement and turnover are critical factors influencing organizational success and sustainability. Employee engagement refers to the emotional connection and involvement employees have with their work, colleagues, and organization, fostering a sense of purpose and commitment (Pincus, 2023). Conversely, turnover, as explored by (Harter et al., 2002), refers to the rate at which employees leave an organization, posing challenges such as loss of talent, disrupted workflows, and increased recruitment costs.

With increasing globalization and the emergence of remote work trends, organizations are facing new challenges in fostering employee engagement and mitigating turnover risks. At a global level, organizations strive to cultivate environments where employees are fully immersed, motivated, and committed to their work, as highlighted by (Markos & Sridevi, 2010). Strategies such as flexible work arrangements, digital collaboration tools, and inclusive leadership practices are being increasingly adopted to address these challenges on a global scale. Employees switching jobs frequently is a headache for companies across sectors. While a certain level of job hoping is understandable, an excessive high attrition rate is detrimental to the growth of an organisation. According to a recent research report the attrition level in India surged from 6% in 2020 to 20.3% in 2022. Industries across the world witnessed severe employee departures in the post-Covid scenario, says (Navhind Times, 2022).

At the national level, governments and industry bodies in many countries are actively promoting initiatives to enhance employee engagement and reduce turnover. Studies like (Abet et al., 2024) emphasize the significance of employee engagement and turnover within specific industries and organizational contexts. Factors influencing engagement and turnover can vary significantly based on cultural, economic, and organizational factors, as highlighted by (Chandani et al., 2016). Recognizing the socio-economic benefits of a highly engaged workforce, policymakers are advocating for supportive labor laws, employee-friendly policies, and investments in workforce development. Studies such as (Vithayaporn & Suwaree Ashton, 2019) have shown that within specific industries like the chemical sector, factors such as career growth, recognition, and job involvement play crucial roles in shaping employee engagement and turnover dynamics. By understanding these factors and their impact, organizations can develop targeted strategies to enhance engagement, reduce turnover, and foster a more productive and sustainable work environment.

Over three fourth of Goa's private sector expects a significant decline in their turnover in 2020-21, while 67% of respondents in a survey carried out by the Confederation of Indian Industry – Goa stated that they will be forced to lay off employees. (Sequeira, 2020) Goa's rapidly evolving industrial landscape may need to tailor their strategies emphasizing factors such as work-life balance, community engagement, and career development to enhance employee engagement and retention. According to a study conducted by (Barreto, 2022), training and development emerge as potent tools for enhancing employee performance and retention within the state's service sector. Furthermore, the state's Gross State Domestic Product (GSDP) figures reflect Goa's robust economic growth, underscoring the pivotal role of human resources in driving productivity and competitiveness.

The project on employee engagement and turnover holds immense significance in the context of the global, national, and local dynamics shaping modern workplaces. As we navigate an ever-changing business landscape, prioritizing employee engagement and retention remains essential for driving organizational performance, fostering innovation and maintaining a competitive edge in the marketplace. Overall, this research seeks to delve into the intricacies of employee engagement and turnover at Deccan Fine Chemicals Pvt Ltd, examining variations in engagement levels, identifying key influencing factors, exploring the relationship between engagement and turnover, and uncovering barriers hindering effective engagement strategies.

3. LITERATURE REVIEW

Employee turnover is a pressing issue in Nigerian SMEs. This study investigates turnover intention using Ajzen's Theory of Planned Behavior and examines how organizational commitment moderates its effects. The methodology involved surveying SME employees to collect data on demographic variables, attitudes, subjective norms, perceived behavioral control, organizational commitment, and turnover intention. The study utilized both Exploratory Factor Analysis (EFA) and Partial Least Squares Structural Equation Modeling (PLS-SEM) Confirmatory Factor Analysis (CFA) to analyze the data. Organizational commitment was identified as a moderator in the relationship between the Theory of Planned Behavior constructs and turnover intention. (Abet et al., 2024)

Investigating the dynamics of inclusive leadership (IL) and affective organizational commitment (AOC) in Cambodian public organizations, this study delves into their impact on employee work engagement (EWE). The methodology involved conducting analyses to assess the validity and reliability of the measurement model, testing hypotheses regarding the relationships between IL, AOC, and EWE using structural equation modelling, and performing

mediation analysis to examine the role of AOC. The variables included IL, AOC, and EWE, with AOC serving as a mediating variable in the relationship between IL and EWE. The major findings indicated significant positive relationships between IL and both AOC and EWE, as well as a significant mediating effect of AOC on the relationship between IL and EWE. The study suggests that fostering inclusive leadership can enhance employee engagement and commitment, with AOC playing a crucial role in mediating this relationship. (Ly, 2024)

Examining cross-cultural variations in work engagement (WE) and trust climate (TC) dynamics, this study compares China and Pakistan in the context of job performance (JP), and turnover intention (TI). Structural equation modeling (SEM) was used to examine how WE mediated the TC-JP and TC-TI relationships across the two cultures. Significant differences were found in the relationships between TC and JP, TC and TI, and WE and TI across China and Pakistan. The study highlights the importance of fostering a trustful climate to enhance employee engagement and performance, emphasizing the need to consider cultural differences in trust dynamics and engagement strategies. (Aman et al., 2023)

Exploring the nexus between employee engagement (EE), employee voice behavior (EVB), perceived distributive justice (PDJ), and innovative work behavior (IWB), this study delves into the facilitators of innovative behaviors among employees. Drawing on the conceptual framework of organizational behavior and human resource management, the research addressed the gap in the literature by examining both direct and indirect effects of EE on IWB, with EVB as a mediating factor and PDJ as a moderating factor. Studies have consistently shown a positive association between EE and IWB, suggesting that engaged employees are more likely to exhibit innovative behaviors. The methodology reflects best practices in quantitative research, utilizing robust statistical techniques such as Cronbach's Alpha test,

structural equation modelling (SEM), and Partial Least Squares Structural Equation Modelling (PLS-SEM). The findings offer practical implications for organizations seeking to promote innovative behaviors among their employees, emphasizing the importance of fostering engagement, encouraging employee voice and considering distributive justice perceptions in organizational policies and practices. (Ghani et al., 2023)

Investigating the interplay between the COVID-19 pandemic, employee turnover intention, and work engagement, this study sheds light on the moderating effects of engagement on psychological impacts. The study employed a sampling procedure to gather data using a structured questionnaire. Structural equation modeling analysis was conducted to examine the relationships among these variables (including dimensions such as vigor, dedication, and absorption). The findings revealed a positive and significant relationship, indicating that employees experiencing greater psychological impact were more likely to consider leaving their jobs. Additionally, the study identified vigor as a significant moderator, suggesting that employees with higher levels of vigor were less likely to have turnover intentions even when experiencing psychological impact from COVID-19. The study suggests that organizations should implement strategies to enhance employee engagement, to mitigate the negative effects of the pandemic on turnover intentions. (Obuobisa-Darko & Sokro, 2023)

Addressing the persistent challenge of defining and understanding employee engagement through a comprehensive theoretical framework, this study offers insights into human motivation and its implications for motivation theory, methods, and measurement techniques. The proposed model posits human motivation as a pyramid with four opposing life domains, aiming to transcend categorical boundaries. Suggestions include adopting a structured model

for understanding employee engagement and exploring the interaction of motivational factors in driving developmental progression. (Pincus, 2023)

Exploring the transformative potential of employee engagement in the contemporary workforce, this review delves into its drivers, effects, and theoretical foundations. Through a comprehensive analysis of key drivers, models, and theories, the study aims to elucidate the intricate factors influencing engagement levels. Major findings emphasize the positive impact of employee engagement on various organizational outcomes, including productivity, customer satisfaction, and financial performance. To enhance engagement, recommendations include fostering a positive work environment, providing development opportunities, and implementing effective communication and recognition programs. (Dubey et al., 2023)

Investigating factors influencing employee turnover intentions within private banks in Sindh, Pakistan, this study delves into the roles of work overload, job satisfaction, employee engagement, and job stress. The methodology involved using a structural equation modeling (SEM) approach, specifically Partial Least Squares Structural Equation Modeling (PLS-SEM), to analyze the relationships between these variables. Work overload, job satisfaction, employee engagement, and job stress were treated as independent variables, while employee turnover intentions were the dependent variable. The study also explored potential mediating or moderating variables within the model. Major findings revealed that employee engagement and job stress were significant predictors. The study shows that career growth should be included to attain the drivers of turnover intentions. (Tauqeer et al., 2022)

Examining the impact of financial distress on turnover intentions within Critical Access Hospitals (CAHs), this study investigates the relationship between employee engagement,

interpersonal support, supervisory support, and turnover intentions in Critical Access Hospitals (CAHs), particularly examining the moderating effect of financial distress on these relationships. The methodology involved collecting data from 218 employees in six CAHs in Georgia. Descriptive statistics, correlation analysis, and structural equation modeling were employed to analyze the data. Employee engagement was found to partially mediate the relationship between interpersonal support and turnover intentions, as well as between supervisory support and turnover intentions. (Boakye et al., 2021)

Exploring the dynamics of innovation within organizational contexts in Pakistan, this study delves into the interplay between organizational climate for innovation (OCI), employee engagement (EE), and innovative work behavior (IWB), with a focus on the mediating role of EE. The methodology employed a quantitative approach, utilizing questionnaires to measure OCI, EE, and IWB. The study hypothesized that OCI positively influences both EE and IWB, with EE mediating the relationship between OCI and IWB. Specifically, the results demonstrated that OCI has a direct positive impact on both EE and IWB, while EE partially mediates the relationship between OCI and IWB. Overall, the findings emphasize the crucial role of both OCI and EE in fostering IWB and organizational success, underscoring the need for organizations to align their climate for innovation with employee engagement to achieve competitive advantage and sustainable innovation. (Ali et al., 2020)

Examining the relationship between employee engagement and turnover intention at the Golden Tulip Jineng Resort Bali Hotel, this study elucidates the extent to which engagement impacts turnover intentions. The methodology involved a sample of 67 respondents selected through simple random sampling and data collection via questionnaires using a 5-point Likert scale. Analysis included descriptive statistics, simple linear regression, t-test, and

determination coefficient. Employee engagement was found to significantly affect turnover intention, explaining 66.9% of the variance. Major findings indicate a strong negative relationship between employee engagement and turnover intention, emphasizing the importance of employee engagement in reducing turnover. These findings align with existing literature highlighting the significance of employee engagement in mitigating turnover intentions. The study suggests that companies should implement reward programs and increase incentives for high-performing employees to maintain engagement and reduce turnover intention. (Ketut Juliantara et al., 2020)

Investigating turnover intention within the U.S. Federal Government workforce, this study explores the associations between employee engagement factors and turnover intention, offering insights into retention strategies and organizational dynamics. Quantitative data analysis involves variables like perceived supervisor support, leadership integrity, intrinsic work experience, age, tenure, education level, and supervisor status, utilizing regression analysis to identify significant associations between these variables and turnover intention. Qualitative data provide nuanced perspectives on turnover intention and retention strategies. The analysis confirms that engagement factors like perceived supervisor support, leadership integrity, and intrinsic work experience significantly reduce turnover intention. Notably, older employees express higher intentions to leave, suggesting a shift in attitudes. Strategies to retain employees include merit-based rewards, fair performance appraisals, and flexible work arrangements. (McCarthy et al., 2020)

Analyzing the relationship between employee engagement and turnover intention within Third Space Global (Pvt) Limited, this study investigates factors influencing turnover intention, explore the level of employee engagement, analyze the relationship between employee

engagement and turnover intention, and study the impact of strategies on attrition rates. Using a deductive approach, hypotheses were formulated based on previous theories and preliminary investigations. The independent variables identified were work environment, rewards and recognition, relationship with management, and career progression, with intention to turnover as the dependent variable. Employee engagement was considered a mediating variable. A questionnaire survey was conducted among 100 valid respondents. Quantitative methods were employed for data analysis, including correlation and regression analysis. Major findings revealed strong positive relationships between work environment, rewards/recognition, relationship with management, career progression, and employee engagement. Additionally, strong negative correlations were found between these factors and intention to turnover. Recommendations included improving compensation and reward systems, providing more learning opportunities, enhancing employee engagement practices, and adopting informal/internal communication systems. (Naufer & Kumar, 2020)

Exploring the impact of professional identity on turnover intention among hotel employees in China, this study delves into the mediating roles of employee engagement and job satisfaction, offering insights into retention strategies and organizational dynamics. The methodology involved collecting a dataset of 614 valid responses. Structural equation modeling (SEM) was used to analyze and found that professional identity had significant positive effects on job satisfaction and employee engagement, while negatively impacting turnover intention. Job satisfaction and employee engagement were identified as significant mediators between professional identity and turnover intention. Additionally, improving job satisfaction and employee engagement were highlighted as strategies to reduce turnover intention in the hospitality industry. These findings suggest potential avenues for addressing high turnover

rates and enhancing the professional identity of hotel employees, particularly in developing countries like China. (Wang et al., 2020)

Investigating the nexus between employee engagement and innovative work behavior within Thai Airways International, this study offers insights into the factors influencing innovation in the airline industry and managerial strategies for fostering organizational performance. The methodology involved a pilot test and data collection through surveys from 320 industry participants. The research instrument was tested for validity and reliability using Cronbach's alpha analysis. Structural equation modeling (SEM) was used to analyze, with the model fit assessed using various indices including Chi-square, CMIN/df, GFI, AGFI, NFI, IFI, CFI, RMR, and RMSEA. The findings revealed a significant positive relationship between employee engagement and innovative work behavior, with career growth being the most influential factor. Seniority also positively impacted innovation, with experienced employees showing higher engagement and innovative behavior levels. The study recommends investing in engagement practices to foster innovation and enhance organizational performance. (Vithayaporn & Suwaree Ashton, 2019)

Exploring the relationship between the perceived learning environment (PLE) and extra-role behaviors (knowledge sharing, proactivity, and creativity), this study investigates the mediating role of employee engagement, offering insights into fostering organizational dynamics and desirable behaviors. Utilizing Structural Equation Modelling (SEM), the research conducts preliminary analyses to ensure data integrity and employs Confirmatory Factor Analysis (CFA) to validate the scales used. Findings reveal that PLE positively influences employee engagement, which, in turn, mediates the relationship between PLE and extra-role behaviors.

Specifically, a conducive learning environment fosters employee engagement, leading to increased knowledge sharing, creativity, and proactivity. (Islam & Tariq, 2018)

Examining the multifaceted landscape of employee engagement, this review paper synthesizes key factors influencing engagement levels and offers insights into effective implementation strategies to enhance organizational performance and retention. Methodologically, it involved reviewing approximately thirty papers to consolidate existing literature and identify common factors mentioned across various studies. Major findings from the review revealed several factors influencing employee engagement at organizational and individual levels, including career opportunities, effective talent recognition, leadership quality, respectful treatment of employees, empowerment, performance appraisal, pay and benefits, health and safety measures, satisfaction, communication, nature of job, organizational politics, emotional factors, and productivity. Understanding workforce profiles, creating meaning at work, and investing in leadership were highlighted. Additionally, the study suggested approaches such as strong induction programs, training and development initiatives, certification programs, communication activities, and team-building exercises. (Chandani et al., 2016)

Investigating the dynamics of organizational commitment within the higher education sector, this study delves into the effects of employee engagement, work environment, and organizational learning, offering insights into strategies to bolster commitment levels among employees. The research collected data from 242 employees at public universities in northern Malaysia through an online survey and utilized SPSS and Structural Equation Modeling (SEM) for analysis. The study found significant positive effects of employee engagement, work environment, and organizational learning on organizational commitment. Specifically, employee engagement was found to have a significant positive effect on organizational

commitment, indicating that employees who are highly engaged tend to exhibit stronger commitment to their organizations. The study assessed the reliability and validity of the measures, ensuring the robustness of the findings. The major findings underscore the importance of promoting employee engagement, cultivating a positive work environment, and fostering organizational learning to enhance organizational commitment within the higher education sector. (Hanaysha, 2016)

Examining the nexus between safety climate, job satisfaction, employee engagement, and turnover within the trucking industry, this literature review explores the impact of safety climate initiatives on organizational dynamics and driver retention, drawing insights from social exchange theory. Methodologically, the study utilized survey data collected from Trucking Company B, employing structural equation modelling (SEM) to analyze the relationships among the variables. The findings indicate a significant positive relationship between safety climate and both job satisfaction and employee engagement. However, contrary to direct expectations, safety climate did not directly predict turnover. Instead, job satisfaction emerged as a partial mediator in the relationship between safety climate and turnover, suggesting that while safety climate influences job satisfaction positively, the effect on turnover is mediated through job satisfaction. This implies that enhancing safety climate can indirectly reduce turnover by bolstering job satisfaction among truck drivers. Moreover, the findings highlight the need for trucking companies to prioritize safety climate improvement strategies as a means of fostering job satisfaction, employee engagement, and ultimately reducing turnover rates. (Huang et al., 2016)

Exploring the nexus between employee engagement and organizational innovation, this study delves into the influence of engagement on innovative behavior, drawing insights from

qualitative research conducted within leading innovation companies in India. The study employed a two-phase research methodology. Firstly, a systematic literature review was conducted, drawing from academic sources to understand the relationship between employee engagement and innovation. Secondly, qualitative research was conducted through semi-structured interviews with employees from five leading innovation companies in India. The interviews were analyzed using open coding and constant comparative methods to identify themes and patterns. The study identified that employee engagement positively impacts innovative behavior, with engaged employees more likely to collaborate, make suggestions, and contribute to organizational improvement. Organizational culture was found to play a crucial role in enhancing engagement and innovation, with managers serving as key facilitators. The study concludes that organizations should prioritize engagement practices to drive and sustain innovation, aligning people with strategic goals to achieve long-term growth. (Rao, 2016)

Assessing the impact of an employee engagement program on retention within healthcare settings, this study investigates the effectiveness of tailored interventions in reducing termination risk among healthcare workers through multilevel Cox proportional hazards survival regression analysis. The methodology involved conducting a multilevel Cox proportional hazards survival regression analysis to test whether the program reduced termination risk. Covariate selection criteria were based on associations with the outcome, distribution between groups, and lack of correlation with other covariates. Sensitivity analyses addressed potential threats to study validity, including high program participation density, refining turnover analysis, etc. The main findings indicated that program participants had a significantly lower termination risk, even after adjusting for confounding variables. High participation units showed greater improvements in retention, when considering controllable

terminations and employees with limited tenure. The study suggests that improving engagement through tailored interventions can enhance retention. (Tullar et al., 2016)

Investigating the interplay between person-organization fit (P-O fit), employee engagement, and turnover intention, Memon et al. (2014) explore the mediating role of engagement in the relationship between P-O fit and turnover intention, drawing from social exchange theory and Lewin's field theory. Through a conceptual framework, the study aims to elucidate the causal relationship among these constructs. Utilizing meta-analytical findings, the research addresses the weaker relationship between P-O fit and turnover intention and proposes employee engagement as a mediator. Specifically, the findings suggest that enhancing employee engagement through a better fit between individual values and organizational culture can reduce turnover intention, highlighting the importance of aligning organizational practices with employee values to foster engagement and retention. (Ali Memon et al., 2014)

Investigating the nexus between Human Resource Development (HRD) practices and turnover intentions through the lens of employee engagement, this study delves into how perceived support for HRD practices influences engagement and turnover intentions. Drawing on theoretical frameworks, the research explored how perceived support for participation in HRD practices influences employee engagement and turnover intentions. Self-report measures gauged perceived support for HRD practices, employee engagement across cognitive, emotional, and behavioral dimensions, and intention to turnover. Mediated regression analysis, following Baron and Kenny's (1986) mediation testing model, examined the hypothesized relationships. The findings revealed significant links between perceived support for HRD practices, employee engagement, and intention to turnover. Moreover, employee engagement partially mediated the association between perceived HRD support and turnover intentions,

underscoring engagement's role in reducing turnover intentions. Overall, the research contributes to understanding employee engagement within HRD, offering a theoretical framework grounded in empirical evidence. (Shuck et al., 2014)

Delving into the realm of organizational dynamics, this study delves deep into the transformative power of employee engagement and its pivotal role in driving organizational performance. The review identifies key variables related to employee engagement, including factors driving engagement such as leadership, communication, development opportunities, and organizational culture. Major findings suggest a strong positive correlation between employee engagement and organizational performance indicators such as productivity, profitability, customer satisfaction, and employee retention. The review also offers practical strategies for managers to foster employee engagement, emphasizing the importance of effective communication, leadership commitment, training and development, and performance management systems. (Markos & Sridevi, 2010)

Embarking on a journey through the organizational landscape, this study sets out to unravel the intricate relationship between employee satisfaction, engagement, and business outcomes at the business-unit level. The methodology involved conducting a meta-analysis of business-unit-level data from multiple companies, examining the correlations between employee engagement and outcomes such as customer satisfaction, profitability, productivity, and turnover rates. The major findings indicated a significant correlation between employee engagement and business outcomes across companies, with higher engagement associated with better outcomes. The study highlighted the importance of actionable measures of employee engagement for managers to improve management practices and emphasized the need for

longitudinal research to understand changes in engagement over time and their impact on business outcomes. (Harter et al., 2002)

Employing a grounded theory approach, this study explored the psychological conditions affecting personal engagement and disengagement in organizational roles. Through interviews, observations, and document analysis, it identified meaningfulness, safety, and availability as key factors influencing individuals' engagement, potentially serving as mediators or moderators. Major findings indicated that individuals' psychological availability, influenced by non-work events, significantly impacted work engagement. External factors like relationships and personal distractions also played a role. Positive experiences outside work enhanced energy and engagement within roles. The findings underscore the importance of considering individuals' psychological states and external influences for improving performance and satisfaction in organizational roles. (Kahn, 1990)

4. RESEARCH GAP

The research gap lies in the absence of context-specific studies investigating the relationship between employee engagement and turnover within the chemical industry. Aim of this study is to contribute to the existing body of knowledge by providing empirical evidence on the direct relationship between employee engagement and turnover in this specific organizational context. While existing quantitative research provides some insight, it often lacks context specificity and comprehensive analysis of multiple influencing factors. Thus, there is a need for quantitative studies that focus on measuring and analyzing the direct relationship between employee engagement and turnover, considering the unique organizational context of Deccan Fine Chemicals Pvt Ltd.

5.   RESEARCH QUESTIONS

1. Is there any variation in the current level of employee engagement within the organisation?

2. Are there any key factors that significantly influence employee engagement and turnover?

3. Is there any relationship between the level of employee engagement and the occurrence of employee turnover?

6.   RESEARCH OBJECTIVES

➢ To identify and study key factors affecting employee engagement and employee turnover.

➢ To examine the current level of employee engagement with their organization.

➢ To examine the relation between employee engagement and employee turnover.

7.   SCOPE OF THE STUDY

The study covers the perception of employees on the factors of employee engagement such as work environment, organisational learning and job satisfaction. The study has been conducted among the employees of Deccan Fine Chemicals Pvt Ltd, Corlim Goa. The period of the study spans 4 months from January 15, 2024 to May 3, 2024. The study may be useful to the employer to know which factors can be used to improve employee engagement and reduce employee turnover.

8.   RESEARCH METHODOLOGY

This study employs a quantitative research approach to investigate the relationship between employee engagement and turnover at Deccan Fine Chemicals Pvt Ltd. The population of

interest comprises all employees working at Deccan Fine Chemicals Pvt Ltd. To ensure representation from different departments or job roles within the organization, a simple random sampling technique will be employed. A sample size of 101 employees has been determined based on considerations of feasibility. This sample size allows for meaningful analysis while remaining manageable within the constraints of time and resources.

The survey was conducted in person, utilizing a structured questionnaire administered manually. The questionnaire was structured to measure employee engagement, turnover intention and gather demographic characteristics. Response options were provided on a 5-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

The questionnaire commenced with demographic inquiries, followed by sections on employee engagement, encompassing factors such as job satisfaction, work environment, and organizational learning. Finally, it concluded with questions addressing employee turnover. A detailed copy of the questionnaire will be provided in the annexure section at the end of this report. The questions related to Employee Engagement were adopted from Wilmar b. Schaufeli et al. (2002), Job Satisfaction questions were derived from Cheng et al. (2015), while Turnover Intention questions were adopted from Jung & Yoon (2013). Furthermore, questions concerning Organizational Learning were drawn from Joo & Shim (2010), and those related to Work Environment were sourced from Mcguire & Mclaren (2007).

Statistical Package for the Social Sciences (SPSS) software was utilized for data analysis, including the execution of validity and reliability tests to ensure the robustness of the analysis. Demographic data were visualized using bar and pie charts. Factor analysis was employed to identify key factors influencing employee engagement as well as employee turnover.

Descriptive statistics were employed to assess the second objectives, focusing on examining the current level of employee engagement. Correlation analysis, facilitated by SPSS, were employed to investigate the relationship between employee engagement and turnover, aligning with the third objective.

9. RESEARCH DESIGN

```
┌─────────────────────────┐                    ┌─────────────────────┐
│                         │         ⟹          │                     │
│  Employee Engagement    │  ────────────────  │  Employee Turnover  │
│                         │                    │                     │
└─────────────────────────┘                    └─────────────────────┘
        ↓         ↓         ↓
```

Job Satisfaction	Work Environment	Organisational Learning
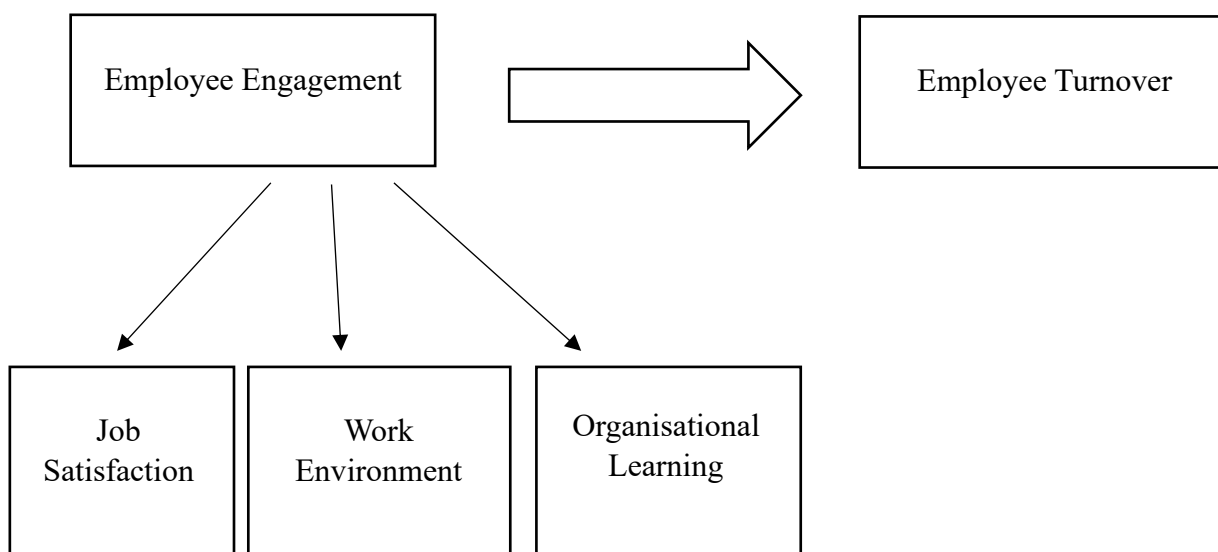
10. DATA ANALYSIS AND RESULTS

Reliability Analysis

Case Processing Summary

		N	%
	Valid	101	100.0
Cases	Excluded[a]	0	.0
	Total	101	100.0

a. Listwise deletion based on all variables in the

procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.816	27

The Cronbach's alpha coefficient of 0.816 suggests that the scale used to measure reliability is reasonably reliable. Generally, a Cronbach's alpha value above 0.70 is considered acceptable for most research purposes. Therefore, the internal consistency among the items in the scale is reliable, indicating that they are measuring a similar underlying construct reliably.

Demographics

Before diving into the demographics, it's essential to understand the composition of the surveyed population, as it provides context for interpreting the data. The demographics of the respondents shed light on key characteristics such as age, education level, gender, and job designation, offering insights into the profile of individuals participating in the survey.

1. **Age**

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 24 years	30	29.7	29.7	29.7
	25 to 34 years	40	39.6	39.6	69.3
	35 to 40 years	18	17.8	17.8	87.1
	40 to 60 years	12	11.9	11.9	99.0
	Below 18 years	1	1.0	1.0	100.0
	Total	101	100.0	100.0	
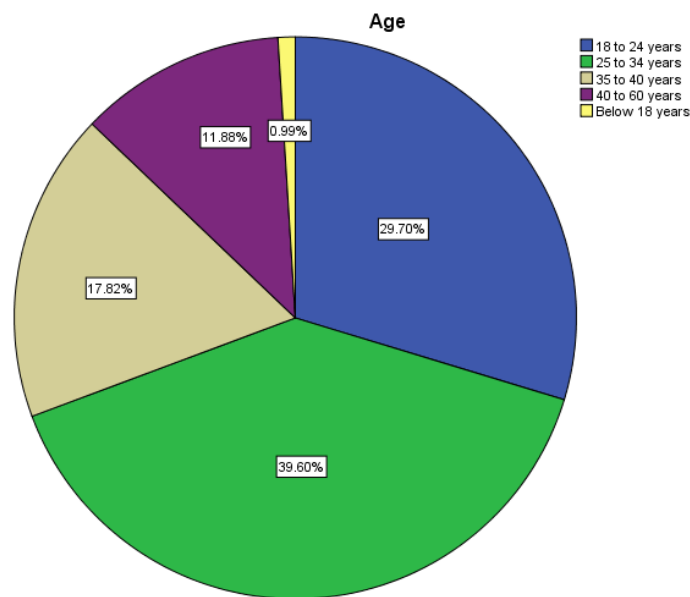
The age distribution of the respondents indicates a relatively young demographic profile, with the majority falling within the age range of 18 to 34 years. Specifically, the largest proportion of respondents, accounting for 39.6% of the sample, falls between the ages of 25 to 34 years. This shows that the surveyed population consists predominantly of young adults. Additionally, there is a notable representation of individuals aged 18 to 24 years, comprising 29.7% of the sample. However, it's worth noting that there is a smaller proportion of respondents in the older age brackets, with only 11.9% falling within the age range of 40 to 60 years.

2. **Education Level**

Education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bachelor's Degree	37	36.6	36.6	36.6
	Diploma	13	12.9	12.9	49.5
	Doctorate's Degree/ PhD	3	3.0	3.0	52.5

Master's Degree	43	42.6	42.6	95.0
O/A level	5	5.0	5.0	100.0
Total	101	100.0	100.0	
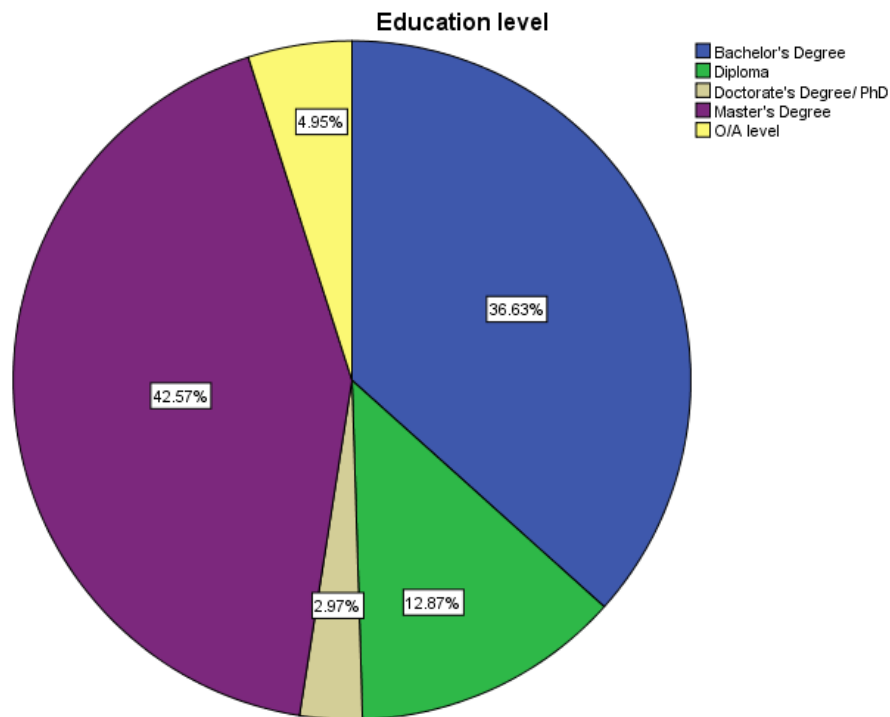
Education level

The education level of the respondents reveals a highly educated sample population, with a significant proportion holding advanced degrees. The majority of respondents, comprising 42.6% of the sample, possess a Master's Degree, indicating a high level of educational attainment within the surveyed group. Furthermore, 36.6% of respondents hold Bachelor's Degrees, further emphasizing the prevalence of higher education qualifications. While there is also representation from individuals with diplomas (12.9%) and O/A levels (5.0%), the dominance of Master's and Bachelor's Degree holders suggests a well-educated sample population.

3. **Gender**

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
	Female	41	40.6	40.6	40.6
Valid	Male	60	59.4	59.4	100.0
	Total	101	100.0	100.0	
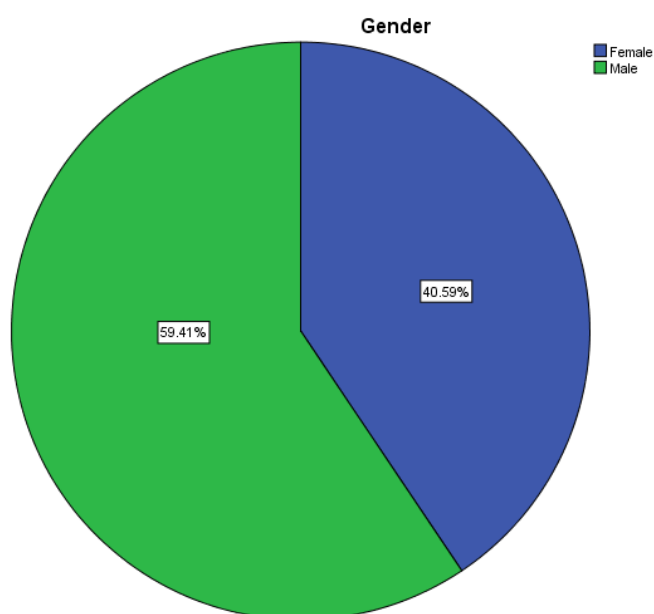
The gender distribution among the respondents illustrates a notable difference in representation between males and females. The data indicates that 59.4% of the sample population identifies as male, while 40.6% identify as female. This gender distribution sheds light on the demographic composition of the surveyed group, highlighting a higher representation of males compared to females.

4. Designation

Designation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Assistant Manager	11	10.9	10.9	10.9
	Employee	61	60.4	60.4	71.3
	General Manager	9	8.9	8.9	80.2
	Senior Manager	8	7.9	7.9	88.1
	Supervisor	12	11.9	11.9	100.0
	Total	101	100.0	100.0	
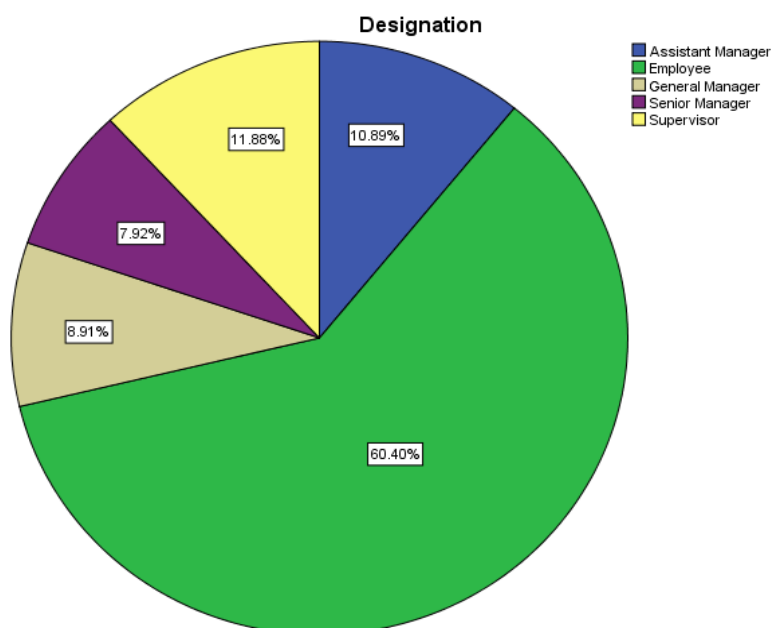
The distribution of job designations among the respondents reflects a diverse range of roles within the surveyed population. The majority of respondents, comprising 60.4% of the sample, hold the designation of "Employee," indicating a predominant presence of non-managerial staff. Additionally, there is representation from managerial positions, with 10.9% being Assistant Managers, 8.9% being General Managers, 7.9% being Senior Managers, and 11.9% being Supervisors.

Descriptive statistics

➢ Employee Engagement

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
At my work, I feel bursting with energy.	101	2	5	3.97	0.911
I am enthusiastic about my job.	101	2	5	4.22	0.716
My job inspires me.	101	1	5	4.19	0.913
When I get up in the morning, I feel like going to work.	101	1	5	3.79	1.203
I feel happy when I am working exceptionally.	101	1	5	4.37	0.784
I am proud of the work that I do.	101	1	5	4.31	0.857
I am immersed in my job.	101	1	5	4.18	0.899
Valid N (listwise)	101				

The analysis of employee engagement, based on responses to seven statements, reveals a generally positive sentiment within the workforce. Across the various dimensions measured, employees exhibited a high level of engagement. On average, respondents indicated feeling bursting with energy (M = 3.97), expressing enthusiasm about their job (M = 4.22), and finding inspiration in their tasks (M = 4.19). Additionally, they reported a willingness to start their workday (M = 3.79), deriving happiness from intense work (M = 4.37), feeling proud of their contributions (M = 4.31), and experiencing a strong sense of immersion in their job (M = 4.18).

Considering the overall mean of means, which aggregates the average responses across all statements, the grand mean emerges as 4.15. This value suggests that, collectively, employees tend to agree with the statements assessing their engagement, as the mean falls above 4. Thus, the findings indicate a high level of alignment between employees' perceptions and the positive attributes associated with engagement in the workplace.

➢ Job satisfaction

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
In my job, I feel that I am doing something worthwhile.	101	2	5	4.34	.711
I feel that my job is interesting.	101	2	5	4.20	.849
I feel that my job is satisfying.	101	2	5	4.22	.756
If I had to do it all over again, I would choose another job.	101	1	5	3.99	1.109
Valid N (listwise)	101				

The analysis of job satisfaction among employees indicates a generally positive outlook regarding their roles within the organization. Across the measured dimensions, employees expressed high levels of satisfaction with their jobs. On average, respondents reported feeling that they are doing something worthwhile in their positions (M = 4.34), finding their job interesting (M = 4.20), and experiencing satisfaction with their work (M = 4.22). However, there was a slight indication of potential dissatisfaction, as reflected in the statement about considering choosing another job if given the chance (M = 3.99).

Considering the overall mean of means, which aggregates the average responses across all statements, the grand mean emerges as 4.18. This value suggests a predominantly positive sentiment regarding job satisfaction among employees, as it falls above 4. Thus, while there may be some room for improvement in certain areas, the overall findings indicate a high level of contentment and fulfillment within the workforce regarding their current roles.

➢ Work Environment

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I am satisfied with the space allocated for me to do my work.	101	2	5	4.42	.752
My workplace is very clean.	101	2	5	4.20	.860
There is adequate space between me and my nearest colleague.	101	2	5	4.43	.683
My work environment is quiet.	101	2	5	4.20	.860
Overall, my work environment is pleasant and visually appealing.	101	1	5	4.39	.734
Valid N (listwise)	101				

The assessment of the work environment suggests a predominantly positive perception among employees regarding various aspects of their workplace. Across the dimensions evaluated, employees expressed high levels of satisfaction with their work environment. On average, respondents reported satisfaction with the space allocated for their work (M = 4.42), cleanliness of their workplace (M = 4.20), adequacy of space between colleagues (M = 4.43), and the

overall pleasantness and visual appeal of their work environment (M = 4.39). Furthermore, they indicated a perception of quietness in their work environment (M = 4.20).

Analyzing the overall mean of means, which aggregates the average responses across all statements, the grand mean emerges as 4.33. This value indicates a strong consensus among employees regarding the positive attributes of their work environment, as it exceeds 4. Thus, the findings suggest that employees generally find their work environment conducive to productivity, comfort, and satisfaction.

> ➢ Organisational Learning

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Our organisation creates continuous learning opportunities	101	1	5	3.14	1.233
Our organisation encourages knowledge sharing among the staff	101	1	5	3.26	1.286
The leader of our organisation supports learning at the individual, team, and organization levels.	101	1	5	3.33	1.289
Our organisation establishes systems to capture and share learning	101	1	5	3.16	1.325

	N	Minimum	Maximum	Mean	Std. Deviation
Our organisation connects the staff to the environment through various programs	101	1	5	3.15	1.307
Valid N (listwise)	101				

The evaluation of organizational learning initiatives indicates a neutral to slightly negative perception within the workplace. Across the various dimensions assessed, employees generally perceive their organization's efforts in fostering learning and knowledge-sharing opportunities as falling within a moderate to low range. On average, respondents indicated a moderate level of agreement with statements related to continuous learning opportunities (M = 3.14), encouragement of knowledge sharing among staff (M = 3.26), leadership support for learning at different levels (M = 3.33), establishment of systems for capturing and sharing learning (M = 3.16), and connection of staff to the environment through various programs (M = 3.15). Analyzing the overall mean of means, which aggregates the average responses across all statements, the grand mean emerges as 3.2. This value suggests a neutral to slightly negative perception of organizational learning initiatives among employees. There appears to be room for improvement in enhancing the effectiveness and comprehensiveness of these initiatives to generate more positive engagement and support for learning within the organization.

➢ Turnover Intention

Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation

I am currently seriously considering leaving my current job to work at another company.	101	1	5	3.15	1.307
I sometimes feel compelled to quit my job in my current workplace.	101	1	5	3.42	1.275
I will probably look for a new job in the next year.	101	1	5	3.28	1.282
Within the next 6 months, I would rate the likelihood of leaving my present job as high.	101	1	5	3.34	1.235
I will quit this company if the given condition gets even a little worse than now.	101	1	5	3.66	1.251
Valid N (listwise)	101				

The analysis of turnover intention reveals a concerning trend within the workforce, indicating a moderate level of inclination towards leaving the current job for various reasons. Across the dimensions evaluated, employees expressed a notable degree of consideration regarding their future employment options. On average, respondents reported a moderate likelihood of seriously considering leaving their current job (M = 3.15), feeling compelled to quit at times (M = 3.42), intending to look for a new job within the next year (M = 3.28), anticipating a high likelihood of leaving within the next six months (M = 3.34), and expressing a willingness to quit if conditions worsen even slightly (M = 3.66).

Analyzing the overall mean of means, which aggregates the average responses across all statements, the grand mean emerges as 3.37. This value suggests a moderate level of turnover

intention among employees, indicating a notable degree of dissatisfaction or uncertainty within the workforce. Addressing the underlying factors contributing to this sentiment is crucial for organizations to mitigate turnover and maintain a stable and engaged workforce.

Factor Analysis

The following rotated component matrix presents the results of a factor analysis conducted on a series of statements pertaining to various aspects of workplace dynamics, including job satisfaction, work environment, organizational culture, and learning opportunities within an organization.

Rotated Component Matrixa

Component	1	2	3
In my job, I feel that I am doing something worthwhile.	.725		
I feel that my job is interesting.	.749		
I feel that my job is satisfying.	.738		
If I had to do it all over again, I would choose another job.	.448		
I am satisfied with the space allocated for me to do my work.		.708	
There is adequate space between me and my nearest colleague.		.608	
My work environment is quiet.		.737	
Overall, my work environment is pleasant and visually appealing.		.744	
Our organisation creates continuous learning opportunities.			.916
Our organisation encourages knowledge sharing among the staff			.896
The leader of our organisation supports learning at the individual, team, and organization levels.			.900
Our organisation establishes systems to capture and share learning.			.951

Our organisation connects the staff to the environment through various programs			.913

This rotated component matrix seems to represent the results of a factor analysis conducted on a set of statements related to job satisfaction, work environment, organizational culture, and learning opportunities within an organization.

- Job satisfaction: This component seems to capture aspects related to job satisfaction and work environment. Items such as feeling that the job is worthwhile, interesting, satisfying, and being satisfied with the work environment's quietness and visual appeal load highly on this component. This component may represent overall job satisfaction and comfort in the workplace.

- Work Environment: This component appears to represent aspects related to space and physical environment in the workplace. Items such as satisfaction with space allocated for work, adequate space between colleagues, and the pleasantness of the work environment load highly on this component. It seems to capture perceptions of physical comfort and spatial aspects of the workplace.

- Organisational Learning: This component reflects organizational culture and learning opportunities within the organization. Items such as continuous learning opportunities, knowledge sharing, leadership support for learning, establishment of systems for capturing and sharing learning, and programs connecting staff to the environment load highly on this component. This component likely represents the organization's commitment to learning, knowledge sharing, and development opportunities for its employees.

Correlation Analysis

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<th></th>
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<th>Employee Engagement</th>
<th>Turnover Intention</th>
<th>Job Satisfaction</th>
<th>Work Environment</th>
<th>Organisational Learning</th>
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<td>Employee Engagement</td>
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</table>

Organisational Learning	Pearson Correlation	.138	-.355**	.091	-.014	1
	Sig. (2-tailed)	.169	.000	.363	.886	
	N	101	101	101	101	101

**. Correlation is significant at the 0.01 level (2-tailed).

Upon scrutinizing the negative correlations within the analysis, a notable relationship emerges between turnover intention (TI) and organisational learning (OL). Supported by a Pearson correlation coefficient of -0.355 and a significance level of less than 0.01, this indicates a moderately strong negative relationship. In practical terms, this suggests that as organisational learning diminishes, turnover intention tends to escalate among employees. A decrease in organisational learning within the company could signify an uptick in turnover intention, potentially leading to higher employee turnover rates. Managers should thus prioritize bolstering organizational learning efforts, investing in training programs, knowledge-sharing platforms, mentorship opportunities, and creating a learning-oriented environment. Consequently, nurturing a culture of continuous learning within the organization emerges as a crucial strategy to mitigate turnover intentions and foster employee retention.

11. RESEARCH FINDINGS AND DISCUSSION

1) Employee Engagement

Employee engagement is a crucial aspect of organizational success, reflecting the level of enthusiasm, inspiration, and pride that I feel towards my work. In analyzing employee engagement, I examined various dimensions, including energy, enthusiasm, inspiration, pride,

and immersion in the job. The research findings paint a positive picture, with employees expressing high levels of agreement or strong agreement (ratings of 4 or 5) with statements assessing these aspects of engagement. This positive sentiment suggests that employees are highly engaged and motivated in their role, which bodes well for organizational productivity and my job satisfaction.

Specifically, employees indicated feeling bursting with energy, being enthusiastic about their job, finding inspiration in their tasks, feeling proud of their work, and being fully immersed in their job responsibilities. These responses align with the overall mean of means, which reflects a strong alignment with statements assessing engagement. This indicates a high level of contentment and fulfillment among employees regarding their roles within the organization. Overall, the analysis underscores the importance of fostering employee engagement as a means to drive productivity, enhance job satisfaction, and promote organizational success.

2) Job Satisfaction

In assessing job satisfaction, statements related to perceptions of job worth, interest, satisfaction, and the likelihood of considering another job opportunity were focused. Overall, the research findings reveal a predominantly positive outlook among employees regarding their job satisfaction. Employees expressed agreement or strong agreement (ratings of 4 or 5) with these statements, indicating a sense of fulfillment and contentment in their roles.

Specifically, employees feel that their jobs are worthwhile, interesting, and satisfying. While there is a slight indication of potential dissatisfaction, particularly concerning the consideration of choosing another job, the overall sentiment remains positive. These findings suggest that employees generally find their jobs meaningful and fulfilling, contributing to their overall job satisfaction and well-being.

Despite the minor concerns raised in some statements, the overall picture is one of contentment and engagement within the workforce. This positive outlook on job satisfaction underscores the importance of creating a supportive and fulfilling work environment to enhance employee morale and productivity.

3) Work Environment

In evaluating the work environment, statements related to employee satisfaction with various aspects such as space allocation, cleanliness, quietness, and overall pleasantness were considered. The research findings reveal a positive perception of the work environment among employees, as indicated by their agreement or strong agreement (ratings of 4 or 5) with these statements.

Employees expressed satisfaction with the space allocated for their work, cleanliness of the workplace, adequacy of space between colleagues, and the overall pleasantness and visual appeal of their work environment. These favorable responses suggest that employees find their work environment conducive to productivity, comfort, and satisfaction.

Overall, the assessment of the work environment reflects a predominantly positive sentiment within the workforce. The findings underscore the importance of creating a supportive and comfortable work environment, as it can significantly impact employee morale, job performance, and overall well-being.

4) Organizational Learning

In assessing organizational learning initiatives, statements related to continuous learning opportunities, knowledge sharing, leadership support for learning, and systems for capturing and sharing learning were examined. The research findings indicate a neutral to slightly

negative perception of these initiatives among employees, with respondents expressing moderate disagreement (ratings of 2 or 3) with these statements.

Employees perceive organizational efforts to foster learning and knowledge-sharing opportunities as falling within a moderate to low range. These findings suggest potential areas for improvement in cultivating a culture of continuous learning within the organization. Enhancing the effectiveness and comprehensiveness of these initiatives could lead to more positive engagement and support for learning among employees.

Overall, the analysis underscores the importance of prioritizing and investing in organizational learning initiatives to foster employee development, enhance skill acquisition, and drive innovation within the workplace.

5) Turnover Intention

Employees express a notable degree of consideration regarding their future employment options, suggesting potential dissatisfaction or uncertainty within the workforce. These findings underscore the importance of addressing underlying factors contributing to turnover intention to improve employee retention and organizational stability.

In evaluating turnover intention, statements related to considerations of leaving the current job, feeling compelled to quit, intentions to look for a new job, and the likelihood of leaving in the near future were examined. The research findings reveal a moderate level of turnover intention among employees, with respondents indicating moderate agreement (ratings of 3) with these statements.

Overall, the analysis highlights the need for proactive measures to mitigate turnover and maintain a stable, engaged workforce. By addressing the root causes of turnover intention, organizations can foster a positive work environment, enhance employee satisfaction, and promote long-term organizational success.

12. <u>CONCLUSION</u>

In light of the dynamic nature of the modern workplace, understanding employee engagement, job satisfaction, and organizational dynamics is essential for fostering a productive and thriving workforce. This research delves into the intricacies of these aspects within the context of Deccan Fine Chemicals Pvt Ltd, aiming to shed light on the organization's current state and identify areas for improvement. Employees report feeling enthusiastic, inspired, and proud of their work, indicating a strong sense of engagement and motivation. Additionally, they find their jobs meaningful, interesting, and satisfying, contributing to their overall job satisfaction and well-being. The positive perception of the work environment further enhances employee morale and productivity, as employee's express satisfaction with various aspects such as space allocation, cleanliness, and overall pleasantness.

However, while there are evident strengths, such as positive perceptions of job satisfaction and the work environment, there are also areas for development. Organizational learning initiatives and turnover intention emerge as points of concern, highlighting the need for proactive measures to enhance employee development and retention strategies.

Employees perceive organizational efforts to foster learning and knowledge-sharing opportunities as moderate to low, suggesting potential areas for enhancement in cultivating a culture of continuous learning. Addressing these areas can lead to more positive engagement and support for learning among employees, thereby contributing to their development and the organization's innovation.

Furthermore, the research reveals a moderate level of turnover intention among employees, indicating some degree of dissatisfaction or uncertainty within the workforce. Proactive measures to mitigate turnover and maintain a stable, engaged workforce are necessary. By addressing the root causes of turnover intention and enhancing organizational initiatives to foster employee development and satisfaction, Deccan Fine Chemicals Pvt Ltd can create a supportive and fulfilling work environment that promotes long-term organizational success.

In conclusion, while the research findings highlight areas of strength such as high levels of engagement and job satisfaction, they also underscore the importance of continuous improvement in organizational learning and retention strategies.

13. <u>MANAGERIAL IMPLICATIONS</u>

- <u>Fostering Job Satisfaction through Job Rotation</u>

➢ Implementing Job Rotation for Enhanced Job Satisfaction: Implementing job rotation at Deccan Fine Chemicals Pvt Ltd can significantly contribute to enhancing job satisfaction among employees. Begin by assessing employees' skills and interests to tailor rotation plans effectively. Develop structured rotation plans that allow employees to experience different roles within the organization, providing training and support as they transition. Monitor progress and solicit feedback to ensure a smooth transition and make necessary adjustments. Recognize and reward employee participation in rotation programs to encourage engagement and motivate others. Through job rotation, employees gain new experiences, develop skills, and feel more engaged and fulfilled in their roles, ultimately contributing to overall job satisfaction within the organization.

- Enhancing the Work Environment for Productivity and Well-being

➢ Optimizing the Work Environment: While employees express high levels of satisfaction with various aspects of the work environment, such as space allocation, cleanliness, and overall pleasantness, there are opportunities to further enhance employee well-being and productivity. Considering the positive feedback received, the organization can leverage this foundation to implement additional initiatives aimed at improving the work environment. For instance, given the satisfaction with space allocation, the organization could explore options for flexible work timings to accommodate employees' individual preferences and optimize productivity. Furthermore, based on the positive perception of the work environment, offering hybrid work arrangements, such as remote work options for employees not working in the plant area, could further enhance employee satisfaction and work-life balance. By continuously evaluating and enhancing the work environment based on employee feedback, the organization can foster a culture of support and well-being, ultimately contributing to employee engagement and organizational success.

- Fostering Organizational Learning and Development

➢ Promote Opportunities for Skill Development and Growth: The findings indicate that employees feel enthusiastic and inspired about their job, suggesting a desire for continuous growth and development. To capitalize on this motivation, the organization can promote opportunities for skill development and career advancement. This could involve offering training workshops, sponsoring employees to attend conferences or industry events, or providing mentorship programs. Implement initiatives such as regular training programs, workshops, and seminars to provide employees with opportunities for continuous learning and skill development. Encourage participation in online courses, certifications, and mentorship programs to foster a culture of lifelong learning within the organization. By

investing in employees' professional development, the organization not only enhances their skills and capabilities but also demonstrates a commitment to their long-term success and fulfillment.

➢ Create Opportunities for Cross-Functional Collaboration: Since employees already express high levels of enthusiasm and pride in their work, fostering opportunities for cross-functional collaboration can further enrich their experience and engagement. By working on projects or initiatives that involve teams from different departments or areas of expertise, employees can gain new perspectives, learn from their peers, and feel a stronger sense of connection to the organization as a whole. Implementing regular cross-functional collaboration sessions, workshops, or projects can help break down silos, stimulate creativity, and strengthen teamwork, ultimately contributing to higher levels of engagement and job satisfaction.

- <u>Mitigating Turnover Intention</u>

➢ Enhanced Communication and Feedback Channels: Establishing open and transparent communication channels within the organization is crucial for fostering job satisfaction and reducing turnover intention among employees. By creating avenues for employees to express their concerns, provide feedback, and feel heard by management, the organization can build trust and improve overall morale. One effective approach is to conduct regular one-on-one meetings between employees and their supervisors or managers. These meetings provide an opportunity for employees to discuss their work, voice any concerns or challenges they may be facing, and receive guidance and support from their managers. It also allows managers to understand the individual needs and preferences of their team members and address any issues in a timely manner. Overall, by prioritizing open and

transparent communication channels, organizations can create a supportive and inclusive work environment where employees feel valued, heard, and motivated to contribute to the organization's success. This, in turn, can lead to higher job satisfaction, lower turnover intention, and ultimately, improved organizational performance.

The proposed suggestions, ranging from job rotation to promoting skill development, optimizing the work environment, fostering organizational learning, and enhancing communication channels, collectively contribute to enhancing employee engagement at Deccan Fine Chemicals Pvt Ltd. These initiatives align closely with the dimensions of employee engagement identified in the data analysis, indicating that they are instrumental in fostering a sense of enthusiasm, inspiration, and pride among employees towards their work.

Moreover, by addressing factors associated with job satisfaction, well-being, and opportunities for growth and development, these initiatives not only contribute to enhancing employee engagement but also play a crucial role in mitigating turnover intention. It is evident that a supportive work environment, opportunities for continuous learning and development, and effective communication channels are essential elements in promoting employee engagement and retention. Therefore, implementing these suggestions is not only likely to enhance employee engagement but also contribute to reducing turnover within the organization.

14. <u>CHAPTER 3: TASK HANDLED</u>

1. Creating an Excel spreadsheet containing employee data is a meticulous process that begins with accessing individual files from the data room. This manual retrieval ensures accuracy and security, as each employee's information is carefully sourced and entered into the

spreadsheet. Attention to detail is paramount during this phase to avoid errors and discrepancies in the final dataset. Once all data is collected, it is organized and structured within the spreadsheet according to predefined categories, facilitating efficient analysis and reporting.

2. Assisting with recruitment processes, such as screening resumes, scheduling interviews, and preparing offer letters. This includes reviewing resumes to match skills with job requirements, coordinating interview schedules, and drafting offer letters with essential employment details.

3. Assessing Employee Engagement initiatives across multiple organizations within the Agro-chemical sector in India entails a comprehensive examination of various strategies and programs implemented by companies in this sector. This evaluation involves gathering information on engagement initiatives such as training programs, recognition schemes, and employee feedback mechanisms. By studying these initiatives across different organizations, patterns and best practices can be identified, providing valuable insights into effective engagement strategies within the industry.

4. Conducting a gap analysis comparing Deccan with other organizations operating within the community involves a systematic evaluation of employee engagement activities to its peers. This analysis requires gathering data on various aspects of Deccan's operations, including performance metrics, market position, and stakeholder perceptions. By benchmarking against comparable organizations, areas for improvement and potential competitive advantages can be identified, guiding strategic decision-making and organizational development efforts.

5. Organizing Input Tax Credit (ITC) documents is a meticulous task that requires managing a large volume of invoices on a monthly basis. With between 1000 to 4000 invoices to process each month, attention to detail and efficient document management systems are essential. This process involves categorizing invoices, verifying accuracy, and maintaining comprehensive records for auditing and compliance purposes. By effectively organizing ITC documents, organizations can streamline tax reporting processes, minimize errors, and ensure compliance with regulatory requirements.

15. CHAPTER 4: LEARNINGS

1. Recruitment and Selection Process

At Deccan Fine Chemicals, vacancies are announced through diverse channels, including the company's official website, newspaper advertisements, and campus placements. Potential candidates are encouraged to apply by sending their resumes and cover letters (optional) to careers@deccanchemicals.com. Additionally, candidates can submit their CVs along with a letter specifying the desired position directly at the main gate.

HR team screens incoming applications to shortlist candidates based on their qualifications, experience, and alignment with the job requirements. This stage involves reviewing resumes and cover letters to identify potential candidates. Shortlisted candidates undergo initial screening interviews via phone call. These interviews aim to assess candidates' communication skills, job knowledge and overall fit for the organization.

After the initial screening interviews, selected candidates are invited for face-to-face interviews at Deccan Fine Chemicals. The interview process begins promptly at 8:30 am, and upon arrival,

candidates are issued a visitor pass by the security team. Before proceeding, candidates are required to watch a video that outlines basic rules and regulations.

Following the video, candidates are provided with a yellow form to fill out with their personal details, including name, age, gender, ESIC number, PF number, etc. Once completed, candidates are directed to the HR department.

In the HR department, candidates undergo the interview rounds specific to the department they are applying for. This stage allows candidates to interact with department representatives and provides them with an opportunity to showcase their skills and experience in a more detailed manner.

After the departmental interviews, candidates proceed to the medical round. The doctor receives the yellow form from HR, and applicant undergo a medical examination. The doctor approves them as OHC - FIT in the remarks column if they pass the medical evaluation.

Following the medical round, candidates attend a 40-minute induction training session on the company's safety ethics. The yellow form is then forwarded to the Safety Officer for approval upon completion of the safety training.

Once approved by the Safety Officer, the yellow form returns to the HR department for final processing. HR verifies the original documentation (such as Aadhaar, PF, and ESIC) against the attached copies and enters applicant data into the employee database. After confirming the verification and registration as complete, the candidate proceeds to the final interview round with the Head HR.

Upon completion of the final interview, HR forwards the yellow form back to the main gate for security to issue selected candidate with an ID card, granting them access to the factory site. This comprehensive process ensures that all necessary steps are taken to onboard new employees effectively and safely.

2. Employee Engagement Activities

    1. <u>A Year-Round Celebration of Sporting Excellence at Deccan</u>

At Deccan, fostering a culture of employee engagement is not just a concept but a vibrant reality woven into the fabric of the workplace. One of the cornerstone initiatives in this endeavor is the organization of sporting events throughout the year, providing employees with opportunities for camaraderie, teamwork, and healthy competition.

Throughout the calendar year, Deccan's employees eagerly anticipate a lineup of four exhilarating sporting events. Kicking off the year with enthusiasm, the first quarter witnesses an indoor sporting extravaganza, setting the stage for a year brimming with energy and vitality. As the nation celebrates its independence on the 15th of August, Deccan's grounds transform into a bustling arena for a thrilling football match, where the spirit of unity and sportsmanship reigns supreme.

As the year progresses and the festive season approaches, December heralds the arrival of another eagerly awaited event: the volleyball tournament. Against the backdrop of cheerful holiday decorations, colleagues come together on the colony ground, spiking, setting, and diving with unbridled passion, creating memories that endure far beyond the final whistle.

Yet, the pinnacle of sporting fervor arrives on the 26th of January, India's Republic Day, when Deccan's employees converge at the Monfort ground for a cricket match that embodies the very essence of national pride and team spirit. Amidst cheers and applause echoing through the air, players showcase their skills on the pitch, forging bonds that transcend the boundaries of the game.

Through these sporting events, Deccan not only promotes physical well-being but also nurtures a sense of community and belonging among its workforce. Each match serves as a testament to the organization's commitment to fostering a vibrant and inclusive workplace culture, where

every employee is valued and celebrated for their unique contributions both on and off the field.

2. <u>Pulse Magazine Resumes its Vibrant Chronicle of Achievement</u>

In the wake of the COVID-19 pandemic, Deccan's Pulse magazine, once a beacon of connection and celebration, momentarily paused its presses, reflecting the challenging times that gripped the world. However, with resilience and determination, the magazine has now returned, reigniting the flames of camaraderie and recognition within the Deccan community.

Under the revived Pulse magazine, each department finds its voice, as the publication serves as a platform to showcase the myriad activities and accomplishments that shape the organization's dynamic landscape. From innovative projects to collaborative initiatives, every departmental endeavor finds its rightful place in the pages of Pulse, underscoring the collective spirit of progress and achievement that defines Deccan.

Moreover, Pulse extends its reach beyond the confines of the workplace, honoring the remarkable achievements of employees' family members. Whether it's academic accolades, artistic endeavours, or community contributions, the magazine shines a spotlight on the diverse talents and accomplishments of the extended Deccan family, reinforcing the ethos of celebration and support that permeates the organization.

As Pulse resumes its journey, it serves not only as a chronicle of events but as a testament to the unwavering resilience and interconnectedness of the Deccan community. Through its pages, stories of triumph, innovation, and unity unfold, reaffirming the organization's commitment to fostering a culture of recognition, appreciation, and belonging.

3. <u>Deccan's Annual Awards Night Honoring Excellence</u>

Deccan's Annual Awards Night is a highlight on the corporate calendar, celebrating excellence and achievement within the organization. From innovative projects to exemplary leadership, employees gather to recognize and applaud outstanding contributions. With prestigious accolades spanning various categories, this event inspires and motivates the entire Deccan community to strive for greatness in their own endeavors. Each Awards Night is a testament to Deccan's commitment to fostering a culture of recognition, inspiration, and success.

4. Nurturing Health: Annual Employee Health Check-Up

In June or July, Deccan demonstrates its commitment to employee well-being through an extensive medical health check-up for all staff members. This proactive initiative underscores the organization's dedication to fostering a culture of wellness and preventive care, ensuring that employees have access to vital health assessments to support their overall health and productivity.

5. Spreading Joy: Sweet Sales for Ganesh Chaturthi and Diwali

During the auspicious occasions of Ganesh Chaturthi and Diwali, Deccan embarks on a heartwarming Corporate Social Responsibility (CSR) initiative by organizing sweet sales. These events not only celebrate the festive spirit but also serve a noble cause. Deccan collaborates with local vendors or partners with charitable organizations to sell sweets, with proceeds directed towards meaningful community projects or donations to support those in need. By indulging in these delightful treats, employees not only savor the joy of the season but also contribute towards creating a brighter future for underserved communities, embodying the spirit of compassion and generosity that defines Deccan's commitment to social responsibility.

6. <u>Diverse Departmental Activities Year-Round</u>

Throughout the year, the various departments at Deccan engage in a myriad of activities, each tailored to their unique focus and objectives. National Safety Week sees the Safety Department taking the lead, orchestrating informative sessions and interactive workshops aimed at promoting a culture of safety consciousness among employees. Meanwhile, the Drama Club within the organization showcases its talents during National Skit Performances, using the power of theater to convey important messages and themes related to safety, quality, and other pertinent topics. The Quality Department leaves its mark through initiatives like National Quality Day, organizing seminars and discussions to underscore the importance of quality management systems in enhancing organizational efficiency and customer satisfaction. Additionally, the Road Safety Department takes center stage during National Road Safety Week, conducting awareness campaigns and demonstrations to educate employees and the wider community about safe driving practices. These departmental activities not only serve as valuable learning opportunities but also foster a sense of unity and purpose within the organization, as each department plays a vital role in advancing Deccan's overarching goals and values.

7. <u>Celebrating National Pride: Flag Hoisting Ceremonies</u>

On significant national days, Deccan proudly upholds the tradition of hosting flag hoisting ceremonies, symbolizing its unwavering commitment to patriotism and national unity. With solemn reverence, employees gather to witness the unfurling of the tricolor, paying homage to the ideals of freedom, equality, and progress that define the nation. These ceremonies serve as poignant reminders of the sacrifices made by countless individuals in the pursuit of independence and serve to inspire a collective sense of responsibility towards building a brighter future for generations to come. Through these flag hoisting events; Deccan reaffirms

its allegiance to the nation and its dedication to upholding the values that form the bedrock of Indian society.

3. Team-Based Collaboration and Communication Skills

Working in a team-based environment has allowed me to develop strong communication and collaboration skills with HR colleagues and other stakeholders. Through regular interactions, I've learned to effectively communicate ideas, share information, and coordinate tasks to achieve common goals. This experience has not only enhanced my ability to work collaboratively but also fostered a deeper understanding of the importance of teamwork in achieving success within the HR function and across the organization.

4. Other HR policies:

- Leave Travel Allowance (LTA) facilitates employee rejuvenation with yearly allowances varying based on rank: ₹15,000 for grades W1-W4, ₹19,800 for W5-W10, and ₹27,000 for W11-W13. Applications undergo scrutiny for grade, attendance, and more before payroll approval. The process highlighted the need for efficiency through digital innovations. This experience honed skills in handling complexity and meeting supervisor expectations.

- Leave Encashment lets employees benefit from accumulated leave days, subject to certain criteria and approvals. The process revealed the gap between theory and real-world implementation, emphasizing the importance of precise eligibility determination and stakeholder management. Innovations focused on efficient approval systems and accurate leave balance computations. This experience underscored strengths in stakeholder management, communication, and attention to detail.

16. <u>CHAPTER 5: CHALLENGES</u>

1. Getting Survey responses

In my project, obtaining survey responses proved to be more difficult than anticipated. Despite my efforts, securing adequate participation from respondents posed a challenge due to factors such as availability and engagement. To address this, we explored various strategies, including incentivizing participation and refining the survey design to enhance its appeal and accessibility.

2. Unavailability of Manager

The unavailability of manager at critical junctures hindered decision-making processes and slowed down progress of my project. Without timely guidance and approval, tasks were often delayed, impacting project timelines.

3. Data entry, finding files manually was difficult

Manual data entry and the cumbersome process of finding files manually proved to be time-consuming and error-prone. This inefficiency slowed down the workflow and increased the risk of inaccuracies in our data. To streamline these processes, we explored automation tools for data entry tasks and implemented organized file management systems with efficient indexing and search capabilities.

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18. APPENDIX 1: SAMPLES OF THE WORK DONE

19. <u>APPENDIX II: PHOTOS WHILE YOU ARE AT WORK</u>

Please note that taking photos while at work was not allowed, hence no photos are provided in this appendix.

20. <u>ANNEXURE</u>

EMPLOYEE ENGAGEMENT AND EMPLOYEE TURNOVER: A STUDY WITH REFERENCE TO DECCAN FINE CHEMICALS PVT LTD.

I am Saaniya S. Kamat, MBA student at Goa University. As part of my final year research project, I am conducting a study on Employee Engagement and Turnover within our organization, Deccan Fine Chemicals Pvt Ltd. Please take a few moments to complete the following survey. I assure you that the data will be used only for research purposes. Your honest feedback is greatly appreciated.

DEMOGRAPHICS

1. Age	<18 years	18-24 years	25-34 years	35-40 years	40-60 years
2. Education Level	O/A-Level	Diploma	Bachelor's degree	Master's degree	Doctorate's degree/ Ph.D
3. Gender	Male		Female		Other
4. Designation	Senior Manager	Assistant Manager	General Manager	Employee	Other

Kindly rate your agreement with each statement by circling the response that best represents your opinion, where: 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree and 5 = Strongly Agree. Please choose only one response per statement.

❖ **EMPLOYEE ENGAGEMENT**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
At my work, I feel bursting with energy.	1	2	3	4	5
I am enthusiastic about my job.	1	2	3	4	5
My job inspires me.	1	2	3	4	5
When I get up in the morning, I feel like going to work.	1	2	3	4	5
I feel happy when I am working exceptionally.	1	2	3	4	5
I am proud of the work that I do.	1	2	3	4	5
I am immersed in my job.	1	2	3	4	5

❖ **JOB SATISFACTION**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
In my job, I feel that I am doing something worthwhile.	1	2	3	4	5
I feel that my job is interesting	1	2	3	4	5
I feel that my job is satisfying.	1	2	3	4	5
If I had to do it all over again, I would choose another job.	1	2	3	4	5
I am satisfied with the space allocated for me to do my work.	1	2	3	4	5

❖ **WORK ENVIRONMENT**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
My workplace is very clean.	1	2	3	4	5
There is adequate space between me and my nearest colleague.	1	2	3	4	5
My work environment is quiet.	1	2	3	4	5
Overall, my work environment is pleasant and visually appealing.	1	2	3	4	5

❖ **ORGANIZATIONAL LEARNING**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Our organisation creates continuous learning opportunities.	1	2	3	4	5
Our organisation encourages knowledge sharing among the staff	1	2	3	4	5
The leader of our organisation supports learning at the individual, team and organization levels.	1	2	3	4	5
Our organisation establishes systems to capture and share learning.	1	2	3	4	5

Our organisation connects the staff to the environment through various programs.	1	2	3	4	5

❖ **TURNOVER INTENTION**	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I am currently seriously considering leaving my current job to work at another company.	1	2	3	4	5
I sometimes feel compelled to quit my job in my current workplace.	1	2	3	4	5
I will probably look for a new job in the next year.	1	2	3	4	5
Within the next 6 months, I would rate the likelihood of leaving my present job as high.	1	2	3	4	5
I will quit this company if the given condition gets even a little worse than now.	1	2	3	4	5

Thank you for your participation!!