

A STUDY ON EMPLOYEE ENGAGEMENT AND ITS IMPACT ON JOB SATISFACTION AT HIDESIGN INDIA PRIVATE LIMITED

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ABSTRACT

Employee engagement has emerged as a key factor influencing job satisfaction and organizational success in the luxury retail and artisanal manufacturing sector. This study focuses on analyzing the level of employee engagement and its impact on job satisfaction among employees at Hidesign India Private Limited.

The main objective of the study is to understand how engagement practices such as recognition, communication, leadership support, and training influence employees' satisfaction levels. Data for this research is collected through structured questionnaires from employees working in different departments of the organization.

The study examines various factors including work environment, career growth opportunities, leadership effectiveness, and employee involvement. The findings reveal that higher employee engagement leads to improved job satisfaction, better performance, and increased organizational commitment.

The study concludes by suggesting measures such as strengthening communication, enhancing recognition programs, and providing growth opportunities to improve both engagement and job satisfaction.

KEYWORDS: *Employee Engagement, Job Satisfaction, Leather Goods Industry, Hidesign, HR Practices, Work Environment, Recognition, Leadership, Organizational Commitment, Performance, Motivation, Retention*

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INTRODUCTION

Employee engagement refers to the emotional, cognitive, and behavioral involvement of employees in their work and organization. It reflects how committed and motivated employees are towards achieving organizational goals. In today's fast-changing business environment, organizations face intense competition and increasing employee expectations. In such a scenario, employee engagement plays a crucial role in improving productivity, reducing turnover, and enhancing job satisfaction.

Job satisfaction, on the other hand, refers to the level of contentment employees feel about their job. It is influenced by factors such as salary, work environment, leadership, growth opportunities, and organizational culture. A strong relationship exists between employee engagement and job satisfaction. Engaged employees tend to be more satisfied, productive, and loyal to the organization.

In the luxury retail and artisanal manufacturing sector, where product quality and brand experience are critical, employee engagement becomes even more important. Hidesign India Private Limited, founded in 1978 by Mr. Dilip Kapur and headquartered in Pondicherry, is a globally recognized manufacturer and retailer of handcrafted leather goods operating across more than 23 countries. Its workforce is central to its identity and competitive strength. Thus, this study focuses on understanding the impact of employee engagement on job satisfaction and identifying ways to improve both.

REVIEW OF LITERATURE

Ananda Sulistio and Ismi Darmastuti (2024) highlighted that employee empowerment improves both engagement and job satisfaction. Providing autonomy and decision-making authority enhances employee motivation and involvement.

Deby Kurnia and Susi Hendriani (2023) explained that leadership, communication, and organizational culture are key factors influencing employee engagement. High engagement levels lead to improved performance and reduced employee turnover.

Tony Ibrahim and Sri Yanthy Yosepha (2025) identified that work environment, workload, and compensation are major factors affecting job satisfaction. Proper management of these factors leads to improved employee performance.

Veda Smiha Baruah and Pradeep Kumar Jain (2025) concluded that employee engagement significantly enhances organizational performance. Engaged employees contribute more effectively towards achieving organizational goals.

OBJECTIVES OF THE STUDY

Primary Objective

- To study employee engagement practices and their impact on job satisfaction at Hidesign India Private Limited.

Secondary Objectives

- To identify the level of employee engagement at Hidesign India Private Limited.
- To measure the job satisfaction level of employees.
- To analyze factors influencing engagement and satisfaction.
- To suggest measures to improve employee engagement.

RESEARCH METHODOLOGY

A descriptive research design is used for this study to understand employee opinions and perceptions.

Sampling Design

Employees from different departments of Hidesign India Private Limited are selected, including leather manufacturing, retail operations, design and product development, marketing, and administrative support.

Sample Size

The sample size for the study is 110 respondents.

Sampling Technique

Convenience sampling method is used for data collection.

Data Collection

- Primary Data: Structured questionnaire
- Secondary Data: Journals, articles, company reports

DATA ANALYSIS AND INTERPRETATION

Do you Clearly Understand your Job Role and Responsibilities

Table 1

Response	Frequency	Percentage
Strongly Agree	40	36%
Agree	35	32%
Neutral	15	14%
Disagree	12	11%
Strongly Disagree	8	7%

Interpretation

The majority of Hidesign employees (68%) clearly understand their job roles, indicating effective communication and on boarding practices in the company's vertically integrated work environment.

Do you Receive Adequate Support from your Supervisor

Table 2

Response	Frequency	Percentage
Strongly Agree	38	35%
Agree	34	31%
Neutral	16	15%
Disagree	12	11%
Strongly Disagree	10	8%

Interpretation

Most employees feel supported by their supervisors, showing positive leadership influence and Hidesign's culture of mentorship and creative collaboration.

Are your Efforts Recognized by the Organization

Table 3

Response	Frequency	Percentage
Strongly Agree	30	27%
Agree	32	29%
Neutral	20	18%
Disagree	18	16%
Strongly Disagree	10	10%

Interpretation

A majority of employees feel recognized, but some employees still expect better recognition systems. Formalizing recognition for craftsmanship and innovation could meaningfully enhance morale.

Communication between Management and Employees is Effective

Table 4

Response	Frequency	Percentage
Strongly Agree	28	25%
Agree	36	33%
Neutral	18	16%
Disagree	16	15%
Strongly Disagree	12	11%

Interpretation

Communication is fairly effective, but there is scope for improvement, particularly in bridging the Pondicherry headquarters and distributed retail locations.

I Feel Motivated to Give My Best at Work

Table 5

Response	Frequency	Percentage
Strongly Agree	35	32%
Agree	37	34%
Neutral	18	16%
Disagree	12	11%
Strongly Disagree	8	7%

Interpretation

Most employees are motivated, indicating good engagement levels attributed to Hidesign's inspiring work culture, creative freedom, and its sustainability mission.

Relationship Between Job Satisfaction and Impact of Employee Engagement on Job Satisfaction

Table 6

	JOB SATISFACTION	IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION
JOB SATISFACTION Pearson Correlation	1	
Sig. (2-tailed)		
N	110	
IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION Pearson Correlation	0.684**	1
Sig. (2-tailed)	0	
N	110	110

Interpretation

There is a strong positive correlation ($r = 0.684$) between employee engagement and job satisfaction. This indicates that higher employee engagement leads to increased job satisfaction among employees at Hidesign.

FINDINGS

- Majority of Hidesign employees are engaged in their work and show alignment with the organization's creative and sustainability-driven mission.
- Employee engagement has a strong positive impact on job satisfaction.
- Recognition, communication, and leadership support are key factors influencing engagement.
- Employees who receive training and development opportunities show higher satisfaction levels.
- Hidesign's unique organizational culture, including cross-departmental mobility and a strong sustainability ethos, contributes positively to employee engagement.

SUGGESTIONS

- Hidesign should formalize and expand its employee recognition programs, including specific recognition for artisanal excellence and creative innovation.
- Internal communication systems should be strengthened to bridge the gap between headquarters and distributed retail locations.
- More training and development opportunities should be provided.
- Employee feedback systems should be encouraged.
- Work-life balance initiatives should be enhanced.
- Hidesign's commitment to gender equality and inclusion should be actively embedded into engagement frameworks.

CONCLUSION

The study concludes that employee engagement plays a vital role in improving job satisfaction and overall organizational performance at Hidesign India Private Limited. Engaged employees are more motivated, productive, and committed to their work.

The findings indicate that factors such as leadership support, recognition, communication, and career development significantly influence engagement levels. At Hidesign, a brand built on craftsmanship, sustainability, and creative culture, the human dimension of the business is inseparable from its commercial identity.

Therefore, Hidesign India Private Limited should continue to invest in effective engagement practices to create a positive work environment and achieve long-term success.

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