Engaging Employees: An Insight from Small and Medium Enterprises (SMEs) of Jammu Region, J&K State

Project Report Submitted to
University Grants Commission

Submitted By
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Faculty of Management
(Principal Investigator)

Shri Mata Vaishno Devi University, Katra
Jammu & Kashmir-182320 (India)
2018
### 1. Title of the project

Engaging Employees: An Insight from Small and Medium Enterprises (SMEs) of Jammu Region, J&K State

### 2. Name of the Principal Investigator

Dr. Arti Maini

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### 4. Name and Address of the Institution

School of Business, Faculty of Management, Shri Mata Vaishno Devi University, Katra-182320, Reasi District, Jammu and Kashmir

### 5. UGC Reference No. & Date

F. No. 5-250/2014 (HRP) dated 22.07.2015

### 6. Date of Implementation

01.07.2015

### 7. Tenure of the project

3 years from 01.07.2015 to 30.06.2018

### 8. Name of the project fellow, date of appointment and % of marks at PG level

Ms. Ruhi Devi; 12.01.2016; 7.68 CGPA

### 9. Total Grant Allocated

Total Allocation (Rs.): 9,18,400

### 10. Total Grant Received

Rs. 7,48,589

### 11. Final Expenditure

Rs. 6, 89,850

### 12. Objectives of the project

The overall objective of the study is to empirically investigate the phenomenon of employee engagement in the context of SMEs of Jammu Region, Jammu and Kashmir (India). The specific research objectives of the study are

- a. to investigate the antecedents of employee engagement in the context of SMEs
- b. to investigate the manifestation of employee engagement in the context of SMEs
- c. to investigate the consequences of employee engagement in the context of SMEs
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<td>13.</td>
<td><strong>Whether Objectives were achieved</strong></td>
<td>Yes, the antecedents, consequences and manifestation of engaging employees at SMEs have been discussed in detail.</td>
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<td>14.</td>
<td><strong>Achievements From the Project</strong></td>
<td>The study made a comprehensive investigation into the phenomenon of employee engagement in SMEs of Jammu Region. The study achieves its objectives and makes theoretical, methodological and practical contributions to the field of employee engagement in general and engaging employees in SMEs in particular.</td>
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<td>15.</td>
<td><strong>Summary of Findings</strong></td>
<td>Yes, the main aim of this study was to make a comprehensive investigation of the phenomenon of employee engagement in SMEs of Jammu Region. The rationale for the study was the acknowledgement of the fact that engaging employees at work is significant for its success and survival and also a lack of such comprehensive studies on employee engagement in Jammu and Kashmir State of India in general and in SMEs, in particular. With an aim to make such a comprehensive investigation into the phenomenon of employee engagement, this study embarked the journey in two stages. The stage one included an investigation into the phenomenon of employee engagement in SMEs through qualitative research design followed by stage two, where in the findings reflected by qualitative study were used to make a foundation for a more comprehensive investigation into the phenomenon using quantitative research design. The findings of study one and study two corroborated the fact that majority of employees of SMEs were engaged. Therefore, it made sense to investigate the antecedents and consequences of the phenomenon of employee engagement. The theoretical, methodological and practical contributions of the study have also been</td>
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16. **Contribution to the Society**

Engaged employees deliver better business performance which is critical for business success. This becomes more relevant in the context of SMEs, which to a large extent depends upon employees in delivering the business results. An understanding of the phenomenon of employee engagement in the context of SMEs has provided useful insights for effective human capital policy interventions to be placed by owner-manager of the firms. Further, the study has contributed by providing insights into the phenomenon of ‘employee engagement’ in the context of Jammu Region. This is relevant as the development and growth of SMEs is crucial for the state of J&K.

| 17. Whether any Ph.D enrolled/produced out of the project | No |
| 18. No. of Publications out of the project | 03 Working Papers (in process) |