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Improving Employee Engagement and Wellbeing in the Workplace: A Study of Hindustan Petroleum Corporation Limited, Visakh Refinery

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Abstract : *Having engaged employees within a business can increase productivity and create a positive working culture. Giving employees recognition, communication and support can encourage a sense of belonging in employees and make them committed to achieving organisational goals. Within Hindustan Petroleum Corporation Limited (HPCL), Visakh Refinery, employee engagement and wellbeing can be improved using various HR initiatives. This includes giving recognition to employees, communicating with employees, engaging employees digitally and providing support to employees. Examples of initiatives include HP Applause and Hello HP. This shows how giving appreciation and good communication can lead to increased employee engagement. Using a descriptive qualitative research method, this paper explores the employee engagement and wellbeing initiatives used within HPCL. Information from secondary sources, academic literature and real life examples were used. Information regarding employee engagement and wellbeing initiatives at HPCL have been taken from publicly available information. In order to create a positive workplace, appreciation, communication, engagement and support to improve wellbeing must be in place. Regular feedback and evaluation can help to determine whether HR initiatives within an organisation are effective.*

Keywords: Employee Engagement; Employee Wellbeing; Human Resource Management; Employee Recognition; Communication.

I. INTRODUCTION

Employees play a key role in businesses. Positive employee performance, attitudes and commitment can help a business achieve its goals. However, employee performance is influenced by many factors, including the workplace environment, communications with others, appreciation and support received.

Employee engagement refers to how interested, involved, and committed employees are in work and within the organisation. Employees who are highly engaged within a business are more likely to take responsibility, engage within workplace activities, and contribute to organisational growth. According to Kahn, (1990), employee engagement can be influenced by three factors. If employees perceive their work as meaningful, feel safe to express themselves, and have sufficient resources to complete their work, they are likely to be engaged.

A positive employee wellbeing in the workplace can enable employees to cope with demands in the workplace and have positive attitudes toward their tasks.

Hindustan Petroleum Corporation Limited (HPCL) is a large public sector business which operates within the petroleum refining and marketing sector in India. Due to the nature of this industry, employees must work in a well structured environment. It is therefore very important that HR management within the company enables employees to be supported in a positive manner. Within HPCL's Sustainability Report (2024/25), employee engagement, reward and recognition, training and development and employee health and wellbeing are highlighted as important parts

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of managing people in HPCL. (HPCL, 2025). This shows that employee engagement in this business does not just relate to performance. Engagement is created through enabling employees to be involved, developing them and feeling a connection with the organisation.

II. LITERATURE REVIEW

Employee Engagement

If employees find meaning in their work, feel safe in the workplace and have sufficient physical/emotional resources to complete tasks then they are likely to be engaged. (Kahn, 1990)

High levels of engagement can be demonstrated through high energy, commitment and absorption. (Schaufeli et al., 2002). High energy means that individuals are willing to put in effort within their tasks. Commitment means that individuals feel involved in the work, enthusiastic and find it meaningful. Absorption means that individuals are completely focused.

This means that employees being engaged within a business goes beyond just physically being at work. They have feelings of connection with the work, and are very willing to contribute.

Appreciation and Recognition

Appreciation of employees can be a key factor in employee engagement. Appreciating an employee's contribution can make employees have positive attitudes and feel connected to the organisation. Within an organisation, appreciation can be shown in many ways. This includes being appreciated by managers, receiving awards, being publicly appreciated and peer-to-peer appreciation.

Appreciation and reward from an organisation can create increased engagement within employees. If employees feel appreciated for what they have contributed, they may feel more connected with the organisation. (Saks, 2006). While appreciation can be given with monetary rewards, small acts of appreciation and regular recognition can create a positive working environment.

Communication and Engagement

Good communication within workplaces can inform employees about goals, policies, processes and expectations within the organisation. It can also create connections between employees and the organisation. Having clear and regularly communicated information can avoid confusion, and make employees feel involved within the organisation. In large businesses, good communication becomes even more important as employees may be spread across multiple departments and locations.

Encouraging engagement within employees can be beneficial. If employees can give their opinions, become involved in activities and provide feedback, they may feel a greater connection with the organisation.

Wellbeing in the Workplace

Wellbeing in the workplace includes physical, mental and emotional wellbeing. If employees are constantly stressed or feel unsupported in the workplace, it can reduce engagement.

According to the Job Demands-Resources theory (Schaufeli and Bakker, 2004), resources in a role can increase engagement, whereas high demands may cause burnout. Resources within businesses which can increase engagement in employees include support, opportunities to develop skills, and appropriate working conditions. This allows employees to effectively manage their workload. Therefore, employee engagement and employee wellbeing are related aspects of HR management.

RESEARCH OBJECTIVES

- To understand the importance of employee engagement within an organisation.
- To understand how HR initiatives can improve appreciation and engagement within employees.

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- To understand the importance of communication within the organisation in creating awareness in employees and creating connections.
- To understand the relationship between wellbeing in the workplace and employee engagement.
- To make recommendations on how HR initiatives can be improved within HPCL Visakh Refinery.

RESEARCH QUESTIONS

- How does appreciation initiatives improve employee engagement?
- What role does internal communication play in creating a positive working environment? How can wellbeing initiatives within the workplace improve employee engagement?
- What actions can HR take to improve employee engagement and connection?

RESEARCH METHODOLOGY

Research Design

This research is descriptive and qualitative. Information was gathered from academic research, organisational information and examples of HR initiatives in order to understand employee engagement and wellbeing in the workplace.

Data Sources

All of the data used in this research came from secondary sources. Data sources include: Academic articles on employee engagement and wellbeing in the workplace.
HPCL's Sustainability Report (2024/25). Publically available organisational information.
Examples of appreciation and internal communication initiatives in HPCL Visakh Refinery.

Data Analysis

Information was divided into 4 key sections: appreciation, internal communication, engagement via digital platforms, and wellbeing. These were analysed in relation to the concepts of employee engagement.

Scope

This research looks at employee engagement and wellbeing in HPCL Visakh Refinery. Information from HPCL has been used to understand how the organisation as a whole supports employee engagement and wellbeing.

LIMITATIONS

As this research has used secondary data, there was no primary data gained through employee questionnaires or interviews. Within the publically available reports from HPCL, many details on employee engagement and wellbeing have been provided. However, these details have often related to the organisation as a whole, and not specifically within HPCL Visakh Refinery. As such, figures from the company overall cannot be used as representative of results specific to this site. Furthermore, this research has not looked at how specific initiatives directly impact employee satisfaction or performance.

INITIATIVES TO IMPROVE EMPLOYEE ENGAGEMENT IN HPCL VISAKH REFINERY

Table 1. Employee Engagement and Well-being Initiatives at HPCL

Programme or Initiative	Reported Participation or Information
DARPAN Employee Engagement Survey	5,307 employees
DARPAN Officer Participation	95%
Yuvantage and Reboot@35+ Platforms	1,881 participants

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Yuvantage Blitz	623 officers
Common Health Games 2025	More than 500 participants
HUMSAFAR Programmes in FY 2024–25	16 programmes

Source: HPCL Sustainability Report 2024–25 and Integrated Annual Report 2024–25. Participation figures relate to different programmes and should not be added together.

Employee Appreciation using HP Applause Initiative

Giving appreciation to employees can make employees feel valued. It can create positive attitudes and connections between employees and organisations. Within HPCL, appreciation initiatives are used to recognise employees. By using digital platforms, appreciation within employees can be encouraged. This can allow employees to recognise the efforts of colleagues and send positive messages to them. Encouraging peer to peer appreciation within employees can create a supportive working environment. It can mean that people are regularly appreciated in the workplace. In order for appreciation to be effective, it must be regularly given within the workplace. It is important that appreciation is fair, and given to people in different roles and departments.

Internal Communication using HELLO HP Initiative

Internal communication can keep employees informed in the workplace. It can also allow useful knowledge to be shared in an easy to understand way. Hello HP is an example of internal communication within this company. Short messages can be sent which raise awareness. This makes information easy to understand and means that employees may feel connected with organisational activities.

Regular communication within the workplace can create awareness within employees, and a general sense of connection. It allows HR to communicate effectively with employees with simple and easily accessible content. For internal communication to be effective, the content provided should be useful, clear and appropriate for the needs of employees.

Engagement via Digital Platforms

Digital platforms can be very useful for engagement within employees. They can be used by businesses to keep employees updated, provide appreciation, announcements and engagement activities.

Using platforms such as Viva Engage and WhatsApp can mean communication is much quicker. Engagement opportunities can be made with employees, and makes it easier for HR to communicate with employees within different departments and locations. However, direct communication should still occur. Employees should be able to communicate with managers, raise any concerns, and provide feedback.

Employee Wellbeing and Support in HPCL

Wellbeing in the workplace is important to create a positive working environment. Wellbeing within the workplace includes mental health support, raising awareness, work-life balance and feelings of safety within the workplace.

Many initiatives to improve employee engagement and wellbeing have been made in HPCL. Occupational health services, health awareness activities, wellness schemes and support measures for employees have been implemented. The Paramarsh employee support scheme has been implemented to provide mental health counselling support to employees and their families. (HPCL, 2025)

The DARPAN employee engagement survey was conducted within HPCL in August 2024, and 95% of officers responded, with 5307 employees providing their feedback. This gives some indication of employee engagement within HPCL as a whole. However, this data cannot be seen as an indication of engagement specifically within HPCL Visakh Refinery. (HPCL, 2025)

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These initiatives demonstrate that it is important to collect feedback from employees in order to support their wellbeing. Regular engagement activities can raise awareness, and feedback from employees can enable organisations to understand issues employees face and identify what needs improvement.

Table 2. Key Findings of HPCL's DARPAN Employee Engagement Survey

Particulars	Reported Figures
Survey	DARPAN Employee Engagement Survey
Survey Period	August 2024
Officer Participation	95%
Overall Engagement Score	3.45
Number of Employees Who Shared Their Views	5,307

Source: HPCL Sustainability Report 2024–25. Figures represent HPCL at the organisational level and are not specific to Visakh Refinery.

DISCUSSION

Through analysis of academic sources and information from the organisation, 4 key points relating to employee engagement within an organisation have been identified.

Appreciation and a feeling of connection

Appreciating employees can make employees feel valued. An example of this in HPCL is the “HP Applause” initiative. Using digital platforms, appreciation between colleagues can be encouraged. As identified by Saks (2006), appreciation and reward can create engagement within employees. However, for appreciation to be effective, it must be meaningful and consistent. If appreciation is just given in a digital format, it cannot replace fair treatment, support from managers, and opportunities for development within the employee.

Communication and connection

Communication within the organisation can create a connection between employees and the organisation. “Hello HP” is an example of internal communication which makes information easy to understand. Clear communication can prevent confusion and means employees understand what activities are taking place within the organisation. In order to create engagement through communication, employees should be able to provide feedback and ask questions.

Wellbeing and support

If employees do not feel supported in their organisation it may be difficult to create engagement. Physical wellbeing, mental wellbeing and feelings of safety within the organisation can affect how employees view their work. From publically available information, many wellbeing initiatives have been put in place in HPCL to support employees. Health support, awareness and counselling resources have been provided. This is relevant in this context as it covers different aspects of employee wellbeing.

Role of HR

HR plays an important role in encouraging employees to connect with organisational goals. Engagement activities can be planned, communication can be improved, appreciation can be encouraged and support for employee wellbeing can be put in place.However, in order for these initiatives to be successful, they must meet the needs of employees. Engagement activities should be regularly carried out as a part of workplace practice. These should be supported by managers at different levels.

KEY POINTS

Throughout analysis of academic resources and organisation information, the following key points were found.

Employee engagement relates to a feeling of connection from employees, engagement and commitment.

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Regular appreciation within employees can create a positive working environment if appreciation is genuine, fair and consistent.

Internal communication can increase awareness in employees. It can also create a strong connection between employees and organisations.

Although digital platforms can be very useful in delivering information and encouraging engagement, direct communication and feedback should be in place.

Employee wellbeing includes physical health, mental health, support and feeling safe.

In order to understand if engagement initiatives are meeting employees' needs, they should be regularly evaluated.

Appreciation, communication, engagement and support should be combined in HR management.

Table 3. Factors Influencing Employee Engagement

Factors	Description	Expected Relationship with Employee Engagement
Employee Recognition	Appreciation, rewards and acknowledgement of employee contributions	Can strengthen motivation and a sense of belonging
Internal Communication	Sharing organisational information, updates and important announcements	Can improve employee awareness and organisational connection
Employee Participation	Involvement in activities, feedback and organisational surveys	Can increase employees' sense of inclusion
Workplace Well-being	Physical health, mental health, safety and employee support	Can help employees feel supported and valued
Managerial Support	Guidance, fairness, communication and support from managers	Can strengthen trust and commitment

Source: Prepared based on Kahn (1990), Saks (2006), and Schaufeli and Bakker (2004).

RECOMMENDATIONS

In order to improve employee engagement and wellbeing in HPCL Visakh Refinery, the following recommendations could be made.

Give regular appreciation to employees. Appreciation should be regularly given to employees, with appreciation being given to colleagues in different departments and positions.

Improve communication. Internal communication should be clear, relevant and easy to understand. Key information should be conveyed to employees through appropriate communication methods.

Increase engagement. Encourage employees to get involved in engagement initiatives and give suggestions. Suggestions should be reviewed and appropriate action taken.

Focus on mental wellbeing. In addition to physical health, awareness around stress management, mental wellbeing and support should be raised.

Get managers more involved. Managers should regularly communicate with employees, appreciate their efforts and understand any issues within the workplace.

Evaluate engagement. HR should evaluate engagement initiatives to understand how well they are reaching employees and being useful. This can be done by receiving feedback, observing engagement levels and running engagement surveys.

Ensure engagement is inclusive. Engagement initiatives should be planned so that employees from different departments, shifts and positions have equal opportunity to get involved.

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II. CONCLUSION

Creating engagement within employees and wellbeing within workplaces is a key aspect of effective HR management. If employees are given appreciation for their contributions, clear communication, and appropriate support, they are more likely to feel connected to the organisation.

Within HPCL Visakh Refinery, it is clear that appreciation, internal communication and engagement initiatives using digital platforms are important aspects of employee engagement. Examples of this, including HP Applause and Hello HP show how appreciation and sharing information can be regularly carried out as part of workplace communication. Furthermore, as a whole, HPCL have disclosed many initiatives to improve employee engagement and wellbeing. This demonstrates the importance of gathering feedback from employees, providing support in employee health and getting employees to engage. Overall, many aspects must be continuously worked on within HR, managers and employees to create a positive and supportive working environment. Appreciation, communication, employee engagement and employee support should be combined. Evaluation can also be completed regularly to better understand employees' needs and improve HR practices in organisations.

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