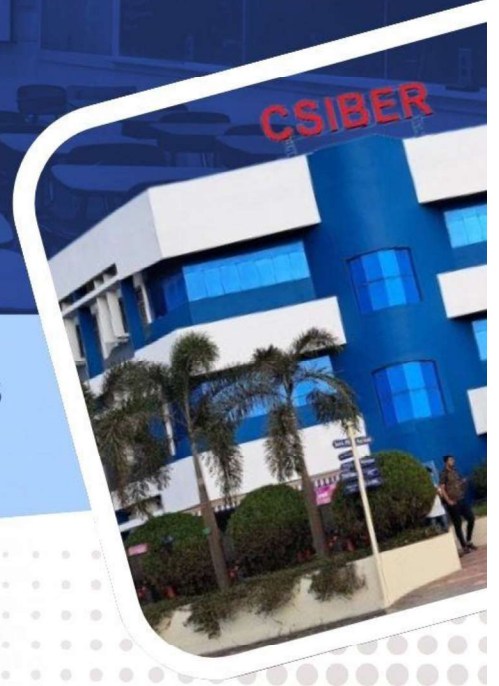


SOUTH ASIAN JOURNAL OF MANAGEMENT RESEARCH (SAJMR)

Volume 16, Issue No. 1

January, 2026



**CHHATRAPATI SHAHU INSTITUTE OF
BUSINESS EDUCATION AND RESEARCH,(CSIBER),
KOLHAPUR , MAHARASHTRA, INDIA .**

(An Empowered Autonomous Institute)

Accredited by NAAC with 'A+' Grade

**RUSA 2.0 Quality Enhancement and Excellence of Higher Education,
College with Potential For Excellence (CPE III), Government of India**

CSIBER NIRF Ranking: Rank Band 201-300 at the National Level

Published by
CSIBER Press, Central Library Building

Chhatrapati Shahu Institute of Business Education & Research (CSIBER)



(An Autonomous Institute)
University Road, Kolhapur - 416004, Maharashtra State, India
Phone : 0231-2535706 / 2535707
website : www.siberindia.edu.in
E-mail : editorsajmr@siberindia.edu.in



Chief Patron

Late Dr. A. D. Shinde

Patrons

Dr. R. A. Shinde

President & Managing Trustee, CSIBER, Kolhapur, India

C.A. H. R. Shinde

Secretary & Trustee, CSIBER, Kolhapur, India

Editor

Dr. Pooja M. Patil

CSIBER, Kolhapur, India

Editorial Board Members

Prof.(Dr.) R. K. Tailor

Director, CSIBER, Kolhapur, India

Dr. Deribe Assefa Aga

Ethiopian Civil Service University, Addis Ababa, Ethiopia

Dr. Biswajit Das

KSOM, KIIT, Bhubaneshwar, India

Dr. Yashwant Singh Rawal

Parul University, Vadodara, India

Dr. Yuvraj Sunecher

University of Technology, Mauritius

Dr. Nyo Nyo Lwin

Yangon University of Education, Myanmar

Dr. Needesh Ramphul

University of Technology, Mauritius

Dr. K. Arjunan

University of Vavuniya, Sri Lanka

Dr. Amitabye Luximon-Ramma

University of Technology, Mauritius

Superintendent

Mrs. Maithili Santosh, CSIBER, Kolhapur, India

Co-Superintendent

Mrs. Vaishali Patil, CSIBER, Kolhapur, India

Type Setting

Mr. Abhijeet R. Sardesai

Designing

Mr. Chetan Khatawane

**Chhatrapati Shahu Institute of Business
Education and Research (CSIBER)**

**South Asian Journal of Management Research
(SAJMR)**

Volume 16, Issue No. 1, January 2026

Editor: Dr. Pooja M. Patil

Publisher

CSIBER Press

Central Library

Chhatrapati Shahu Institute of
Business Education & Research (CSIBER)
University Road, Kolhapur – 416004, Maharashtra, India.

Phone: 91-231-2535706/07, Fax: 91-231-2535708,

Website: www.siberindia.edu.in

Email: csiberpress@siberindia.edu.in

[Editor Email: editorsajmr@siberindia.edu.in](mailto:editorsajmr@siberindia.edu.in)

Copyright © 2024 Authors

All rights reserved.

Address:

CSIBER Press

Central Library Building

Chhatrapati Shahu Institute of Business Education and Research (CSIBER),
University Road Kolhapur, Maharashtra - 416004, India.

All Commercial rights are reserved by CSIBER Press. No part of this publication may be reproduced, stored in a retrieval system, or transmitted in form or by any means, Electronic, mechanical, photocopying, recording or otherwise, without the prior permission of the publisher.

The views expressed in this journal are entirely those of the authors. The printer/publisher and distributors of this book are not in any way responsible for the views expressed by the author in this journal. All disputes are subject to arbitration; legal actions if any are subject to the jurisdictions of the courts of Kolhapur, Maharashtra, India.

ISSN: 0974-763X

Editor: Dr. Pooja M. Patil

Distributed By

CSIBER Press

Central Library

Chhatrapati Shahu Institute of

Business Education & Research (CSIBER)

University Road, Kolhapur – 416004, Maharashtra, India.

Phone: 91-231-2535706/07, Fax: 91-231-2535708,

Website: www.siberindia.edu.in

Email: csiberpress@siberindia.edu.in

South Asian Journal of Management Research (SAJMR)

Volume 16, Issue No. 1

January, 2026

C O N T E N T S

Sr. No	Title Author	Page No
1	<p>Ai-Driven Smart Infrastructure for Sustainable Urban Development: Empirical Insights from Green Building Technologies</p> <p><i>Arhita Uppal</i> Research Scholar, Amity Business School, Amity University, Uttar Pradesh, India.</p> <p><i>Dr. Sonali P. Banerjee</i> Asst. Professor, Amity Business School, Amity University, Uttar Pradesh, India</p> <p><i>Dr. Vaishali Agarwal</i> Professor, IMS Ghaziabad, India</p> <p><i>Dr. Priyanka Chadha</i> Asst. Professor, Amity Business School, Amity University, Uttar Pradesh, India.</p>	01-13
2	<p>Branding Beyond Boundaries: The Effectiveness of Online Advertising in Shaping FMGC Preferences in Kerala</p> <p><i>Ranjini Ramachandran K</i> Ph.D. Research Scholar, PG & Research Department of Commerce & Management Studies, Sri.C.Achutha Menon Government College, Kuttanellur, Thrissur (Calicut University), Kerala 680014, India.</p> <p><i>Dr. Madhusoodanan Kartha N V</i> Research Guide & Associate Professor, PG & Research Department of Commerce & Management Studies, Sri.C.Achutha Menon Government College, Kuttanellur, Thrissur (Calicut University), Kerala 680014, India.</p>	14-31
3	<p>Impact of Financial Technology on Human Resource Practices with Respect to Selected Financial Services Providers in Sangli District</p> <p><i>Mr. Suhas Shankarrao Jadhav</i> Assistant Professor, V.P. Institute of Management Studies and Research, Sangli, India.</p> <p><i>Mr. Mahesh Mahadev Kapale</i> Assistant Professor, V.P. Institute of Management Studies and Research, Sangli, India</p>	32-44
4	<p>Employee Engagement and Motivation through Kaizen Practices at Synergy Green Industries Ltd., Kolhapur</p> <p><i>Dr. D.N. Valvi</i> Associate Professor, CSIBER Trust's D.K. Shinde School of Social Work, CSIBER, Kolhapur, Maharashtra, India.</p> <p><i>Mrs. Maithili Santosh</i> Assistant Professor, CSIBER, Kolhapur, Maharashtra, India</p>	45-53
5	<p>Impact of QR Code-Based Registration Systems on Participant Experience in Mega Events: Evidence from India</p> <p><i>Mr. Pratik Suresh Gadekar</i> Research Scholar, Neville Wadia Institute of Management Studies & Research, 19, Bund Garden Rd, V.K. Jog Path, Sangamvadi, Pune, Maharashtra 411001, India.</p> <p><i>Dr. Anuradha A. Dandnaik</i> Research Guide, CSIB Neville Wadia Institute of Management Studies & Research, 19, Bund Garden Rd, V.K. Jog Path, Sangamvadi, Pune, Maharashtra 411001, India.</p>	54-68

Sr. No	Title Author	Page No
6	<p>A Literature Review on “Impact of Working Conditions on Work Life Balance of Bus Drivers in Kolhapur Division of MSRTC</p> <p><i>Dr. Santosh Vilas Hasure</i> Assistant Professor, School of Business, Chhatrapati Shahu Institute of Business Education and Research, Kolhapur, Maharashtra, India.</p>	69-75
7	<p>Exploring the Issues and Challenges Faced by Home-Based Hydroponic Farming Practitioners in Western Maharashtra</p> <p><i>Dr. Varsha Raynade</i> Assistant Professor, School of Business, Chhatrapati Shahu Institute of Business Education and Research, Kolhapur, Maharashtra, India.</p>	76-84
8	<p>The Role of Taxation in Driving GDP Growth in Sri Lanka: ARDL Bound Test</p> <p><i>Iresha Madhushika</i> Student, Department of Business Economics, Faculty of Business Studies, University of Vavuniya, Srilanka</p> <p><i>Anjale Jayasinghe</i> Student, Department of Business Economics, Faculty of Business Studies, University of Vavuniya, Srilanka</p> <p>Ravinthirakumaran Navaratnam Senior Lecturer, Department of Business Economics, Faculty of Business Studies, University of Vavuniya, Srilanka</p>	85-94

Employee Engagement and Motivation through Kaizen Practices at Synergy Green Industries Ltd., Kolhapur

Dr. D.N. Valvi

Associate Professor,
CSIBER Trust's D.K. Shinde School of Social Work,
CSIBER, Kolhapur, Maharashtra, India.

Mrs. Maithili Santosh

Assistant Professor,
CSIBER, Kolhapur, Maharashtra, India

Abstract

In today's competitive world, organizations must constantly improve productivity, quality, and efficiency. Kaizen (continuous improvement) empowers employees to suggest small, meaningful changes that keep the company adaptable. Employees feel valued when their ideas are heard and implemented. Engagement increases because workers become active contributors. Motivation improves when employees see their contributions making a real difference. Kaizen creates a sense of teamwork and shared responsibility. Motivation through Kaizen builds trust and loyalty, as employees see they are part of long-term growth. The analytical research design was used to examine Employee Engagement and Motivation through Kaizen Practices. A massive change in Organisational Behaviour observed after implementing Kaizen Competitions. This research explores the impact of Kaizen practices on Employee Engagement and Motivation at Synergy Green Industries Limited. The overall impact has been highly positive in standardization of management process and motivation will further strengthen Kaizen's effectiveness and sustain long-term operational excellence.

Keywords: Employee Engagement, Motivation, Kaizen

Introduction

Kaizen is a Japanese term meaning "continuous improvement." It is a philosophy and methodology that focuses on making small, incremental changes in processes, products, and workplace culture to achieve long-term efficiency and quality improvements. It is a Japanese business philosophy that concerns the processes that continuously improve operations and involve all employees. Kaizen sees improvement in productivity as a gradual and methodical process. The concept of kaizen encompasses a wide range of ideas. It involves making the work environment more efficient and effective by creating a team atmosphere, improving everyday procedures, ensuring employee engagement, and making a job more fulfilling, less tiring, and safer.

In the context of business, Kaizen is understood to be a set of methods, techniques and activities that are undertaken to improve manufacturing/production processes on all levels, involving all employees, from CEOs and mid-level managerial staff to production workers and even external associates when possible. The main goal of the Kaizen philosophy is to improve quality and productivity while reducing waste. This is achieved through continuous small - and often relatively simple - measures and actions. In order to be able to implement Kaizen in all levels of organization, simplicity is a key tenet of the core philosophy. As a result, anyone regardless of education level and skill can easily understand and implement Kaizen measures.

Kaizen has been implemented by both large multinational corporations and small businesses in Japan since the end of the Second World War. According to the most commonly accepted Kaizen definition, it's an ongoing practice of improvement which was popularised in the West in the second half of the 20th century by the success of the so-called Toyota Way, widely considered the prime Kaizen example.

In a world where markets are changing rapidly and competition is more intense than ever; organizations are looking for effective methods to remain agile and competitive. Kaizen, a basic component of lean management, is proving to be an indispensable tool for organizations that want to succeed in today's world.

The present study aims to evaluate how Kaizen contributes to employee engagement and continues motivation. Kaizen (continuous improvement) empowers employees to suggest small, meaningful changes that keep the company adaptable. Engagement increases because workers become active contributors, not just passive executors. Employees become more creative and solutions-oriented, fostering innovation. Motivated and engaged employees naturally perform better. Kaizen creates a sense of teamwork and shared responsibility. Employees collaborate, share ideas, and feel proud of their workplace Today's workforce values participation, growth opportunities, and meaningful contribution. Kaizen matches these expectations, making organizations more attractive to top talent.

Understanding Kaizen

Some of the key objectives of the kaizen philosophy include quality control, just-in-time delivery, standardized work, the use of efficient equipment, and the elimination of waste. The overall goal of kaizen is to make small changes over a period of time to create improvements within a company. That doesn't mean alterations happen slowly. The kaizen process simply recognizes that small changes now can have huge impacts in the future.

Improvements can come from any employee at any time. The idea is that everyone has a stake in the company's success and everyone should strive, at all times, to help make the business model better. Many companies have adopted the kaizen concept.

What does Kaizen mean?

Kaizen translates as "change for the better" ("Kai" = "change" and "Zen" = "for the better") and stands for "continuous improvement" or a "continuous improvement process" (= CIP). This philosophy and method aim to constantly and gradually improve processes, products or services. It was developed in Japan (Toyota) by Masaaki Imai, particularly after the Second World War, and has since spread to various industries and organizations worldwide.

How Kaizen works

Kaizen is based on the belief that everything can be improved, and nothing is the status quo. It also rests on a Respect for People principle. Kaizen involves identifying issues and opportunities, creating solutions and rolling them out -- and then cycling through the process again for inadequately addressed issues and problems. A cycle made up of seven steps can be implemented for continuous improvement and can provide a systematic method for executing this process

Kaizen Cycle for Continuous Improvement

Kaizen can be implemented in a seven-step cycle to create an environment based on continuous improvement. This systematic method includes the following steps:

Get employees involved - Seek the involvement of employees, including soliciting their help in identifying issues and problems. Doing so creates buy-in for change. Often, this is organized as specific groups of individuals charged with gathering and relaying information from a wider group of employees.

Find problems - Using widespread feedback from all employees, gather a list of problems and potential opportunities. Create a list if there are many issues.

Create a solution - Encourage employees to offer creative solutions, with all manner of ideas encouraged. Pick a winning solution or solutions from the ideas presented.

Test the solution - Implement the winning solution chosen above, with everyone participating in the rollout. Create pilot programs or take other small steps to test out the solution.

Analyse the results - At various intervals, check progress, with specific plans for who will be the point of contact and how best to keep ground-level workers engaged. Determine how successful the change has been.

If results are positive, adopt the solution throughout the organization.

These seven steps should be repeated on an ongoing basis, with new solutions tested

Kaizen 5s Framework

A 5S framework is a critical part of the Kaizen system and establishes an ideal physical workplace. The 5Ses focus on creating visual order, organization, cleanliness and standardization to improve profitability, efficiency, service and safety. Below are the original Japanese 5Ses and their common English translations.

The 5S method is a lean management technique and is also used in the Toyota Production System (TPS). It aims to organize and optimize workplaces in order to improve safety, quality, productivity and efficiency while maintaining order and cleanliness. The term "5S" comes from five Japanese terms that represent the five steps of this method:

1. Seiri (sorting) - sorting out and removing everything that is unnecessary
2. Seiton (systematize) - (re)arrangement of all remaining things

The aim here is to arrange the remaining items so that they are within reach and within reach. A structured and well-organized workplace contributes to efficiency.

3. Seiso (cleaning) - Regular cleaning of the workplace

This step involves regular cleaning of the workplace to maintain a safe and pleasant environment. Cleanliness not only contributes to safety, but also to the identification of errors.

4. Seiketsu (standardization) - introducing (work) processes and standards

This is about developing standards and processes to maintain the results of the first three steps. Standardization helps to create clarity and consistency for workflows

5. Shitsuke (self-discipline) - adherence to standards for continuous improvement

This step relates to compliance with the developed standards and continuous improvement. It is about accepting the changes as part of daily work practice and ensuring that the 5S principles are continuously applied.

Together, these five steps help to create a well-organized, safe and efficient workplace. The 5S method promotes a culture of continuous improvement (= Kaizen) and is an integral part of lean management.

Advantages of Kaizen (For Companies)

Kaizen offers a multitude of benefits for companies, regardless of their size or industry. Here are some of the key benefits of Kaizen:

Continuous improvement: the key benefit of Kaizen is in its name itself. The method promotes a culture of continuous improvement in which small, incremental steps lead to processes, products and services being constantly optimized. This enables companies to adapt flexibly to changing requirements.

Increasing efficiency: Kaizen aims to minimize waste and maximize efficiency. By identifying and eliminating unnecessary steps in processes, companies can make their operations leaner and more efficient.

Quality improvement: The constant review and adjustment of work processes in Kaizen lead to better quality of products and services. Errors are identified and rectified more quickly, which increases customer satisfaction.

Employee involvement and motivation: Kaizen involves employees at all levels of the organization. By involving the workforce in the continuous improvement process, employees feel more connected to their contribution to the company's success, which increases motivation and productivity.

Cost reduction: By identifying waste and optimizing processes, companies can reduce costs. This includes not only direct production costs, but also indirect costs such as stock levels and waiting times.

Faster time to market: The agile nature of Kaizen enables companies to respond more quickly to market demands. Through continuous improvement, products and services can be developed, tested and brought to market faster.

Flexibility and Adaptability: Companies that practice Kaizen are better able to adapt to change. Constantly evaluating and adapting processes makes organizations more flexible and resilient to unforeseen challenges.

Customer Focus: Kaizen places a strong focus on the needs of the customer or end user. Through continuous improvement based on customer feedback, organizations can better align products and services with the needs of their target audience.

In summary, Kaizen promotes an organizational culture based on learning, adaptation and continuous improvement, which is critical to succeed in today's dynamic business environment.

Key principles and tools HR uses to measure productivity

Eliminate waste (Muda)

Kaizen emphasizes identifying and removing wasteful activities that do not add value. HR can use this principle to measure productivity by:

Time studies: Analysing time spent on non-value-added administrative tasks, such as manual data entry or excessive paperwork during onboarding. By implementing digital forms and e-signatures, HR can reduce processing time and track the resulting efficiency gains.

Workflow mapping: Creating a visual map of HR processes like recruitment or performance management to identify bottlenecks, redundancies, and inefficiencies. Measuring improvements might involve tracking the time-to-hire or the number of approval steps eliminated.

Empower People

Kaizen's success hinges on involving employees at all levels, as those closest to the work often have the most insight into potential improvements. This empowerment helps HR measure productivity in several ways:

Suggestion systems: Establishing formal or informal systems for employees to submit improvement ideas. By tracking the number of suggestions and the positive impact of implemented ideas, HR can measure the value of employee engagement and ingenuity.

Employee satisfaction surveys: Measuring improvements in employee morale, job satisfaction, and engagement through regular surveys. Higher morale and engagement are key indicators of a more productive and invested workforce.

Data-driven performance analysis

Kaizen shifts the focus from subjective assessments to objective, measurable results.

Set and track KPIs: HR develops and monitors key performance indicators (KPIs) related to the specific improvement initiatives. For example, after streamlining a process, KPIs could measure:

Recruitment: Time-to-fill, cost-per-hire, or new-hire retention rates.

Training and development: Completion rates, skill gap reduction, or post-training performance metrics.

Compare data before and after: By collecting baseline data before a Kaizen initiative and then comparing it to post-implementation data, HR can measure the tangible impact of the changes.

The PDCA Cycle (Plan-Do-Check-Act)

The Kaizen Deming cycle is the Plan-Do-Check-Act (PDCA) cycle, a framework for continuous improvement championed by W. Edwards Deming and central to Kaizen, a Japanese philosophy of incremental improvement.



Figure No. 1: The PDCA Cycle

Plan:

Identify a problem or opportunity for improvement. Analyse the current situation, gather data, and develop a plan for a change or solution.

Do:

Implement the proposed change on a small scale, such as a pilot project. This allows for observation and data collection in a real-world setting.

Check (or Study):

Evaluate the results of the change. Compare the results against the goals set in the Plan phase and identify what worked and what didn't.

Act:

Based on the Check phase, decide on the next step. If the change was successful, standardize it and implement it more broadly. If the change was not successful, refine the plan and start the cycle over.

Create a standard of excellence

Kaizen promotes standardizing successful improvements to ensure consistency and prevent regression. Document and standardize best practices: HR formalizes new, more efficient processes into standard operating procedures (SOPs). The documentation itself becomes a benchmark for measuring future performance.

Track adherence to standards: Measuring compliance with standardized procedures helps HR ensure that productivity gains are sustained over the long term.

In essence, Kaizen provides HR with a strategic framework to go beyond basic metrics by focusing on the process of work itself. This empowers employees to identify and solve problems, creating sustainable, data-driven improvements that increase productivity over time.

Methodology:

In this research, the analytical research design was used to examine Employee Engagement and Motivation through Kaizen Practices in Synergy Green Industries Limited. The study aims to assess how Employee are Motivated and Engaged. Both Quantitative and qualitative methods were used to collect data.

The universe of study consists of all 220 employees, who has participated in Kaizen Competition during January to December 2024. A Sample size 25 percent respondents i.e. (56 respondents) were selected using Purposive sampling technique. The Kaizen Competition report was used as initial source for Data collection on the basis of Lowest and Highest Score. Similarly, a semi-structured interviews were conducted to gather in-depth insights from employees.

Discussion and Result: This section explains, how Kaizen Practices promotes Employee Engagement and Motivation through detailed discussion on research question and result.

Research Question 1: Does Kaizen Practices proposal promote Employee Engagement in Industry?

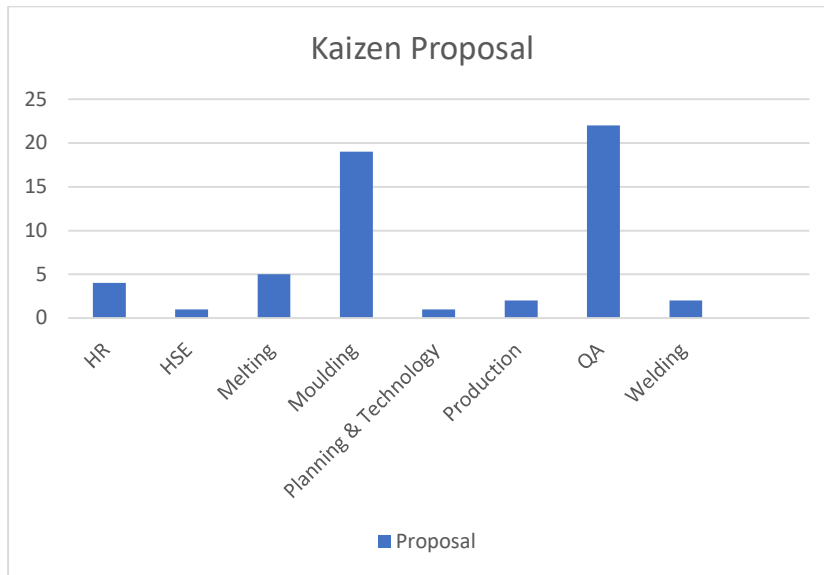


Figure No. 2: Distribution of Kaizen Proposals received from various department

Result & Discussion: The data provides an overview of responses from different departments within an organization distributed across 8 departments.

Quality Assurance (QA) and Moulding department has the highest response rate, suggesting that it plays a major role in the organization or is the most engaged department.

Melting, HR, Production, and Welding given medium response relatively.

HSE and Planning & Technology have the smallest response rates (2% each), which may indicate fewer staff members.

The above data shows that the involvement of Employee has been increased substantially. It indicates that Kaizen Practices promote Employee Engagement in Organisation.

Research Question 2: Which Organisational Behavioural changes among Employees before and After Kaizen Competitions?

Table No. 1: Organisational Behavioural changes among Employees before and After Kaizen Competitions

Behavioural changes in Employees	Before Kaizen				After Kaizen					
	Almo st never	Seldo m	Someti mes	Ofte n	Almo st always	Almo st never	Seldo m	Someti mes	Ofte n	Almo st always

Active Involvement				<input checked="" type="checkbox"/>						<input checked="" type="checkbox"/>
Healthy Communication			<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>
collective problem-solving,		<input checked="" type="checkbox"/>								<input checked="" type="checkbox"/>
enhanced team spirit			<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>
Positive Work Culture			<input checked="" type="checkbox"/>							<input checked="" type="checkbox"/>

Result & Discussion: The above table depicts the organisational Behavioural changes among Employees before and After Kaizen Competitions. The collective problem-solving has been improved from seldom to almost always level. While sometimes level of healthy communication, team spirit and Work Culture increased to almost always status. Active Involvement of employees also reached from often to almost always.

The above data indicates that there are massive changes in Organisational Behaviour after implementing Kaizen Competitions. Which leads to bring out Ideal Behavioural changes in employees.

Research Question 3: Kaizen suggestions improved Performance Management Framework

Table No. 2: Improved Performance through Kaizen suggestions

No.	Areas of Performance Management	Frequency	Percentage %
1	Productivity	48	85
2	Quality	45	80
3	Cost	56	100
4	Delivery	47	83
5	Safety	56	100
6	Morale	52	92
7	Environment	44	78

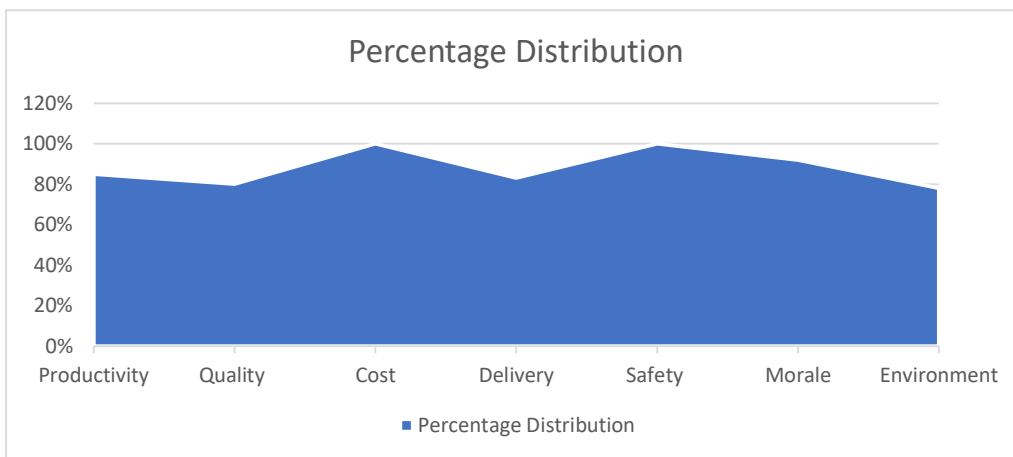


Figure No. 3: Distribution of performance percentage through Kaizen suggestions

Result & Discussion: The data indicates Kaizen suggestions accelerated Performance Management process. All the kaizen suggestions contributed cost saving and safety in process. When Morale level is increased to 92%, Productivity has improved though 85%. The Delivery performance increased to 83% and Quality to 80% respectively. Environment suggestions are improved up to 78%. The overall outcome of Kaizen suggestions widely promoted Performance Management process in organisation.

Table No. 3: PQCDSME and Improvements in Management Process

Factor	How It Improves	Role of Management Process
Productivity	Waste elimination, streamlined workflows, reduced downtime	Standardize best practices, allocate resources effectively, encourage employee suggestions
Quality	Fewer defects, error prevention, improved consistency	Promote quality checks, empower employees to stop defective processes, foster “do it right the first time” culture
Cost	Lower operational costs through waste reduction and efficiency	Ensure cost transparency, minimize rework, encourage cost-saving innovations
Delivery	Shorter lead times, on-time delivery, reduced bottlenecks	Coordinate supply chain, monitor performance metrics, optimize scheduling
Safety	Fewer accidents, safer work environment, preventive practices	Set safety standards, provide training, promote shared responsibility for safety
Morale	Higher job satisfaction, employee motivation, teamwork	Recognize efforts, celebrate small wins, involve employees in decisions
Environment	Reduced waste, energy savings, eco-friendly practices	Enforce environmental compliance, adopt green initiatives, promote sustainability culture

Motivation through Kaizen Awards: Human Resource Manager’s strategy of showcasing Kaizen Award winners on Notice boards lead to popularising the competition. The Winners display of photos and cash prizes became motivational to other employees. The appreciation letter from management created strong affiliation bond with organisation among employees. Celebration of such motivational activity helped to develop morale and a continuous improvement culture across the organization.

Benefits of Employee Engagement and Motivation through Kaizen Practices

Motivation through Kaizen encourages workers to focus on minimizing errors and improving product/service standards. Engaged employees continuously seek ways to work smarter, reducing time and resource wastage. Employees actively suggest new ideas and creative solutions, fostering continuous innovation. Motivation increases as employees see their ideas valued and implemented, leading to happier and more fulfilled staff. Continuous engagement ensures that improvements are ongoing, helping the organization remain competitive. A continuous improvement mindset builds trust, transparency, and a supportive environment. When employees contribute to improvements, they feel responsible and accountable for outcomes. Motivated employees deliver higher quality, leading to satisfied and loyal customers. Engaged employees are more loyal, lowering recruitment and training costs. Kaizen promotes collective problem-solving, enhancing team spirit and workplace harmony.

Conclusion:

The findings indicate that Kaizen has been successfully implemented at SGIL, leading to improvements in management process such as productivity, quality, cost, Delivery, Safety, Morale and Environment. Employee engagement in Kaizen activities is high, and management's support for continuous improvement is evident. However, areas for improvement include ensuring all employees receive proper training, standardizing Kaizen practices across all departments, and enhancing recognition and motivation strategies. Addressing these areas will further strengthen the impact of Kaizen and drive continuous growth in organizational efficiency and employee satisfaction. The implementation of Kaizen at SGIL has led to significant improvements in productivity, quality, teamwork, and efficiency. Employees are actively engaged, and management strongly supports continuous improvement initiatives. While the overall impact has been highly positive for standardizing management process and motivation will further strengthen Kaizen’s effectiveness and sustain long-term operational excellence. For kaizen implement to develop the healthy relation between employee and management. The kaizen effectiveness is showing gap before implement of kaizen theme and after implement of kaizen theme of organizations.

Reference

- Alsmairat, M. A., El Baz, J., & Al-Ma'aitah, N. (2024).** Investigating the performance of quality management practices induced by top management commitment and Kaizen initiatives: evidence from Jordanian public hospitals in the aftermath of COVID-19. *International Journal of Quality & Reliability Management*, 41(2), 585-607.
- Alzoubi, M. M., Hayati, K. S., Rosliza, A. M., Al-Zoubi, K. M., Khalid, A. M., Alsenany, S. A. & Abdelaliem, S. M. (2023).** Effect of total quality management intervention on nurse commitment and nurse performance: A quasi-experimental study. *Medicine*, 102(40), e35390.
- Arya, A. K., & Choudhary, S. (2015).** Assessing the application of Kaizen principles in Indian small-scale industry. *International Journal of Lean Six Sigma*, 6(4), 369-396. <https://www.emerald.com/insight/content/doi/10.1108/ijlss-11-2014-0033/full/html>
- Carnerud, D., Jaca, C., & Bäckström, I. (2018).** Kaizen and continuous improvement—trends and patterns over 30 years. *The TQM Journal*, 30(4), 371-390.
- Deshmukh, A. S., Dighe, P. R., & Shelke, S. J. (2023).** Total quality management (TQM): a need of industry for quality product. *International Journal of Pharmacy and Chemistry*, 9(2), 21.
- Dhingra, A. K., Kumar, S., & Singh, B. (2019).** Cost reduction and quality improvement through Lean-Kaizen concept using value stream map in Indian manufacturing firms. *International Journal of System Assurance Engineering and Management*, 10, 792-800.
- Drokina, C. V., & Fakhro, F. (2023).** The Implementation of the Kaizen System for Manufacturing Enterprises Quality Management. *Beneficium*, (1 (46)), 80-85.
- Gondhalekar, S., Subash Babu, A. and Godrej, N.B. (1995),** "Towards TQM using kaizen process dynamics: a case study", *International Journal of Quality & Reliability Management*, Vol. 12 No. 9, pp. 192- 209. <https://doi.org/10.1108/02656719510101286>
- Halawa, F., Waruwu, E., & Gea, M. (2024).** The Role Of Kaizen Mediation In The Relationship Between Total Quality Management And Service Quality For Employees At Pratama Mandhere Hospital, West Nias Regency. *Maker: JurnalManajemen*, 10(1), 15-23.
- Jakubiec, M., & Brodnicka, E. (2016).** Kaizen Concept in the Process of a Quality Improvement in the Company. *Przedsiębiorstwo we współczesnej gospodarce-teoria i praktyka*, 89-101.
- Kumar Arya, A., & Kumar Jain, S. (2014).** Impacts of Kaizen in a small-scale industry of India: a case study. *International Journal of Lean Six Sigma*, 5(1), 22-44. <https://doi.org/10.1108/IJLSS-03-2013-0019>
- Kumar, R. (2019).** Kaizen a tool for continuous quality improvement in Indian manufacturing organization. *International Journal of Mathematical, Engineering and Management Sciences*, 4(2), 452.
- Kumar, S., Dhingra, A. K., & Singh, B. (2018).** Kaizen Selection for Continuous Improvement through VSM-Fuzzy-TOPSIS in Small-Scale Enterprises: An Indian Case Study. *Advances in Fuzzy Systems*, 2018(1), 2723768. <https://onlinelibrary.wiley.com/doi/full/10.1155/2018/2723768>
- Kumar, S., Dhingra, A. K., & Singh, B. (2018).** Process improvement through Lean-Kaizen using value stream map: a case study in India. *The International Journal of Advanced Manufacturing Technology*, 96, 2687-2698.
- Kumar, S., Dhingra, A. K., & Singh, B. (2021).** Application of lean-kaizen concept for improving quality system of manufacturing firms. *International Journal of Industrial Engineering: Theory, Applications and Practice*, 28(5). <https://journals.sfu.ca/ijietap/index.php/ijie/article/view/3540>
- Kumar, V., Verma, P., Mangla, S. K., Mishra, A., Chowdhary, D., Sung, C. H., & Lai, K. K. (2020).** Barriers to total quality management for sustainability in Indian organizations. *International Journal of Quality & Reliability Management*, 37(6/7), 1007-1031. <https://www.emerald.com/insight/content/doi/10.1108/ijqrm-10-2019-0312/full/html>
- Minh, N. D., & Quyen, N. T. H. (2022).** Human resources quality improvement from the perspective of Kaizen practice. *Management*, 26(1).
- Sanchez-Ruiz, L., Blanco, B., Marin-Garcia, J. A., & Diez-Busto, E. (2020).** Scoping review of kaizen and green practices: state of the art and future directions. *International Journal of Environmental Research and Public Health*, 17(21), 8258.

Shan, A. W., Ahmad, M. F., & Nor, N. H. M. (2016, November). The mediating effect of kaizen between total quality management (TQM) and business performance. In IOP Conference Series: Materials Science and Engineering (Vol. 160, No. 1, p. 012012). IOP Publishing.

Shukla, H. M., & Ganvir, K. D. (2018). Implementation of kaizen and 5s in plastic pipe manufacturing unit. International Journal of Applied Science and Engineering, 6(1), 11-18.

Singh, J., & Singh, H. (2018). Enigma of KAIZEN approach in manufacturing industry of Northern India—a case study. International Journal of Quality & Reliability Management, 35(1), 187-207.

Suárez-Barraza, M. F., Ramis-Pujol, J., & Kerbache, L. (2011). Thoughts on kaizen and its evolution: Three different perspectives and guiding principles. International Journal of Lean Six Sigma, 2(4), 288-308.

Sundararajan, N., & Terkar, R. (2022). Improving productivity in fastener manufacturing through the application of Lean-Kaizen principles. Materials Today: Proceedings, 62, 1169-1178.

Toke, L. K., & Kalpande, S. D. (2020). Total quality management in small and medium enterprises: An overview in Indian context. Quality Management Journal, 27(3), 159-175.

Verma, N., Sidhu, S. S., Chatha, J. S., & Bali, S. (2022). To study the implementation of Kaizen in Northern Indian manufacturing industries. In Recent Advances in Mechanical Engineering: Select Proceedings of ICRAMERD 2021 (pp. 465-474). Singapore: Springer Nature Singapore.