

CHANDAN KUMAR SAHOO* and SUKANTA MISHRA**

A Framework towards Employee Engagement: The PSU Experience

Introduction

Employee engagement is a valuable concept for understanding and improving individual and organizational performance. In the current business environment, employee engagement is vital because organizations are demanding more from their workers than ever before. Employee engagement has become a hot topic in recent years. Despite this, there remains a paucity of critical academic literature on the subject, and relatively little is known about how employee engagement can be influenced by management. Although there is a great deal of interest in engagement, there is also a good deal of confusion. At present, there is no consistency in definition, with engagement having been operationalized and measured in many disparate ways.

Engagement at work was conceptualized by Kahn (1990) as the “harnessing of organizational members” to their work roles. In engagement, people employ and express themselves physically, cognitively and emotionally during role performances. The second related construct to engagement in organizational behaviour is the notion of flow. Flow is the state in which there is little distinction between the self and environment. When individuals are in a state of flow, little conscious control is necessary for their actions. Employee engagement is thus the level of commitment and involvement an employee has towards his/her organization and its values. An engaged employee is aware of the business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship

* Associate Professor, School of Management, National Institute of Technology, Rourkela, Odhisa (e-mail: cks_pd@yahoo.co.in).

** Research Scholar (Commerce & Management), North Orissa University, Takatpur, Baripada, Odhisa (e-mail: sukantamishra.phd.nou@gmail.com).

between the employer and the employee. Thus, employee engagement is a barometer that determines a person's association with the organization.

Engagement is most closely associated with the existing construct of job involvement (Brown, 1996) and defined as the degree to which the job situation is central to the person and his or her identity (Lawler and Hall, 1970). Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus, job involvement results from a cognitive judgment about the needs-satisfying abilities of the job. Jobs, in this view, are tied to one's self-image. Furthermore, engagement entails the active use of emotions. Finally, engagement may be thought of as an antecedent to job involvement, in that individuals who experience deep engagement in their roles come to identify with their jobs. In his conceptualization of employee engagement, Kahn (1990) has given importance to all the three aspects: physical, cognitive and emotional; whereas in job satisfaction, more weightage has been given to the cognitive aspect.

Human resource (HR) practitioners believe that the engagement challenge has a lot to do with how an employee feels about the work experience and how he or she is treated in the organization. It has a lot to do with emotions, which are fundamentally related to and drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard line managers try to engage them. But for the most part, employees want to commit to companies because doing so satisfies a powerful and a basic need in connection with individual need gratification and contributes to something significant.

Conceptual Framework

Employee engagement (EE) is a relatively recent concept in human resource management. A mantra for success in today's workplace, it is in leading organizations' self-interest to measure, monitor and maximize the level of engagement amongst their employees. It is defined as the level to which employees are fully involved in and committed to their work, careful about their organization and colleagues, and are willing to extend themselves and go the extra mile for their company to ensure its success. EE is a combination of organizational aspects like individual commitment, organizational citizenship behaviour (OCB) and employee motivation (Wash, 1999). The argument is that an engaged employee works with passion and is more committed to the organization. In other words, employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. It is the degree

of commitment towards the job which an employee performs and is reflected in how long he or she remains with the organization as a result of their commitment (Mahendru and Sharma, 2006).

With the changing global market, growing competition and the challenges of managing change over a period of time, the strategy of organizations has changed from just promoting the knowledge worker to enhancing EE. Employee engagement and organizational performance are highly interlinked (Concelman, 2005). The literature review shows that almost all companies explore the possibilities for adopting employee engagement as a strategy for human resource planning (HRP). Harter, Schmidt and Hayes (2002) examined the relationship between business unit productivity and employee engagement and found that the engaged employees were satisfied employees, which in turn led to higher productivity. According to Erickson (2004), the best way to shape the behaviour of an employee towards work is to improve employee engagement. Stockley (2006) defined engagement as the extent to which an employee believes in the mission, purpose and values of the organization and demonstrates that commitment through his/her actions as an employee and their attitude towards the employer and customers. An institution's capacity to provide psychological safety to employees, such as good support from supervisors and a reward system, has a positive relationship with employee engagement, job enrichment and work role (May, Gilson and Harter, 2004). According to Glen (2006), emphasis on periodic performance assessment, planning for appropriate developmental needs, and taking feedback from employees are some of the measures that have been adopted for enhancing employee engagement. He further adds that the work environment is a better predictor in this direction. Miles (2001) described EE as intensively involving all employees in high-engagement cascades that create understanding, dialogue, feedback and accountability, and empower people to creatively align their subunits, teams and individual jobs with the major transformation of the whole enterprise.

More commonly, employee engagement has been defined as exhibiting discretionary effort, reflected in extra time, brainpower and energy (Towers Perrin, 2003), for accomplishing organizational goals. An engaged employee is believed to display voluntary effort in solving organizational problems without being asked to do so—behaviour described as discretionary effort. Lack of employee engagement can lead to disloyalty and organizational failure (Khan, 2007). The focus for HR is on improving employee engagement, which is about creating an “emotional connection” with employees so that they are passionate, committed, and have a long-term attachment with the organization (Tomlinson, 2010).

Engagement is most closely associated with job involvement (Brown, 1996; Salanova, Agut and Peiro, 2005; Maslach, Schaufeli and Leiter, 2001) and task identification (Bass, 1999). Just as employers' job expectations from their employees have increased, so also employees expect, in return, better working conditions, equitable pay, fair appraisal techniques, and better opportunities for career advancement. If any of these are denied, it can cause a breach of the psychological contract between the employer and the employee. This may induce feelings of cynicism (negative attitudes) and lack of trust (Pate, Martin and Staines, 2000). Cynicism is considered to be closely associated with workplace burnout (Maslach and Leiter, 1997; Maslach and Schaufeli, 1993), which is viewed as a negative antithesis of job engagement (Maslach and Leiter, 2008). Trust has an important bearing on the level of engagement (Kouzes and Posner, 2008). Employees often find it difficult to make informed decisions due to inaccessibility of relevant information. This, in turn, creates a sense of mistrust within the organization. In fact, Pech (2009) has emphasized that trust and control are necessary conditions for enhancing performance. People tend to invest more time and effort in the roles they find enjoyable (Rothbard and Edwards, 2003). Moreover, individuals prefer to perform work that provides meaning, stability, a sense of community and identity to their lives (Holbeche and Springett, 2004). Besides, Parker, Jimmieson and Amiot (2010) showed that when individuals perceived themselves to have high job control, they experienced greater engagement.

Robertson and Cooper (2010) have conceptualized the term "full engagement", which encompasses the psychological well-being of employees and leads to greater individual and organizational benefits. The psychological well-being of employees has been found to be an important driver of engagement and is reported to be directly correlated with performance (Wright and Cropanzano, 2000, Donald et al., 2005; Harter, Schmidt and Hayes, 2002). It denotes a feeling of happiness which arises when an employee enjoys performing his or her work. Thus, a job which is both meaningful and pleasurable leads to psychological well-being (Fredrickson, Tugade and Larkin, 2003). Poor psychological well-being is manifested in the form of stress and poor mental health. It is caused by job related-factors such as strained workplace relationships and less freedom at work. A matter of high concern for HR managers is that recent surveys indicate low levels of engagement in many countries (Robertson and Cooper, 2010). The belief that paying enough to the employees will ensure superior performance has become outdated (Woodruffe, 2006). Rather, employees are swayed by a host of non-financial factors. Job fit (Resick, Baltes and Shantz, 2007), affective commitment and psychological climate (Brown

and Leigh, 1996) have been found to be positively and significantly correlated with employee engagement, while engagement is found to be significantly related to discretionary effort and intention to turnover (Lloyd, 2008; Saks, 2006; Lockwood, 2007). People choose to work in those environments which provide opportunities for engagement (Schneider, Goldstein and Smith, 1995). Employee engagement matters as it impacts on companies' bottom lines, through both human resource (HR)-related impacts, such as recruitment, training and retention, and through wider impacts on productivity, profit, and adherence to the core values, envisioned future and objectives of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between the employer and employees.

Importance of Engagement

An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. A highly engaged employee will consistently deliver beyond expectations (Wright and Cropanzano, 2000). Some of the advantages of engaged employees are:

- They will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- They will usually perform better and are more motivated.
- There is a significant link between employee engagement (EE) and profitability.
- They form an emotional connection with the company.

Some of the advantages of employee engagement (EE) are:

- Builds passion, commitment and alignment with the organization's strategies and goals.
- Increases employees' trust in the organization.
- Creates a sense of loyalty in a competitive environment.
- Provides a high-energy working environment and boosts business growth.
- Makes the employees effective brand ambassadors for the company.

Antecedents and Consequences of Employee Engagement

The antecedents of engagement appear to be present in the conditions under which employees work, and their outcomes are considered invaluable for an organization (Erickson and Gratton, 2007). The nature of work (challenging

and with task variety) and the nature of leadership (transactional leadership) are the conditions that have attracted the most attention (Macey and Schneider, 2008). Although there is little empirical research on the factors that predict employee engagement, it is possible to identify a number of potential antecedents from various studies conducted earlier.

- ***Job characteristics***

Psychological meaningfulness can be achieved from tasks that provide challenge and variety in work, allow the use of different skills and personal discretion, and afford the opportunity to make important contributions. Job enrichment was found to be positively related to meaningfulness; and this mediated the relationship between job enrichment and engagement (May, Gilson and Harter, 2004; Maslach, Schaufeli and Leiter, 2001).

- ***Intrinsic and extrinsic rewards***

Extrinsic rewards are the tangible rewards—mostly of a financial nature, such as pay raises, bonuses and benefits—given to employees. Intrinsic rewards are psychological rewards that employees get from doing meaningful work and performing it well. Extrinsic rewards, though significant, play a dominant role in organizations where the work is generally more routine and bureaucratic in nature (Bates, 2004). Furthermore, a sense of return on investments can come from external rewards and recognition in addition to meaningful work.

- ***Organizational and supervisor support***

According to the organizational support theory (Shore and Shore, 1995), in order to determine the organization's readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. Perceived organizational support (POS) is also valued as an assurance that assistance will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations (Rhoades and Eisenberger, 2002). In addition, first-line supervisors are believed to be especially important for building engagement and to be the root of employee disengagement (Bates, 2004; Frank, Finnegan and Taylor, 2004).

- ***Distributive and procedural justice***

Distributive justice deals with the ends achieved (what the decisions are) or the content of fairness, whereas procedural justice is related to the means used

to achieve those ends (how decisions are made) or the process of fairness. A review of organizational justice research found that justice perceptions are related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behaviour, withdrawal and performance (Colquitt, 2001). When employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles through greater levels of engagement.

'Engaged' employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They perform at consistently high levels and want to use their talents and strengths at work every day. They work with passion, drive innovation, and move their organization forward. Employees who are not engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. The 'actively disengaged' employees are not just unhappy at work; they are busy acting out their unhappiness. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning. Thus, antecedents are expected to predict engagement, and engagement predicts the outcomes; it is possible that engagement mediates the relationship between the antecedents and the consequences. The main reason behind the popularity of employee engagement is that it has positive consequences for organizations (see Figure 1).

- ***Job satisfaction***

Job satisfaction, a widely researched construct, is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke and Henne, 1986). It has been found that while the relationship between job satisfaction and performance is weak at the individual level, it is stronger at the aggregate level.

- ***Organizational commitment***

Organizational commitment differs from engagement in that it refers to a person's attitude and attachment towards the organization. Engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of his or her role (Ostroff, 1992).

- ***Intention to quit***

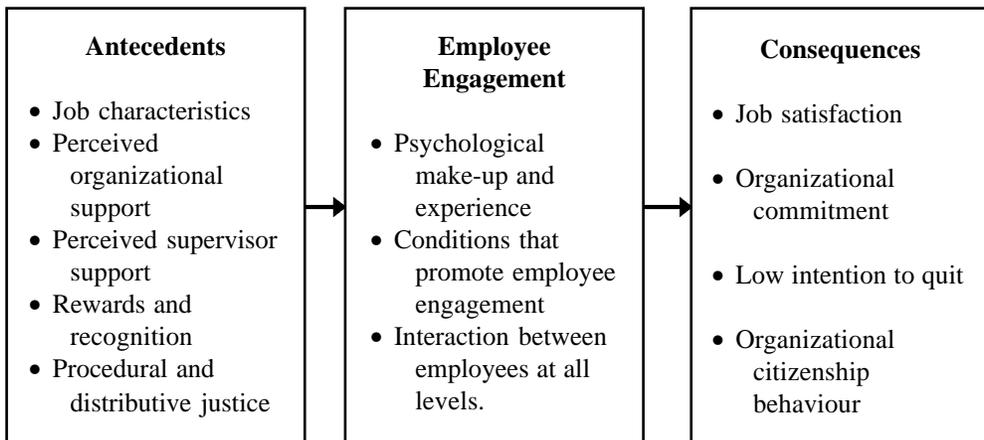
Intention to quit basically includes the reasons why an employee is going to quit his/her job, and what factors made the employee leave the organization

(Bakker and Schaufeli, 2008). Engaged employees do not frequently quit their jobs.

- **Organizational citizenship behaviour**

Organizational citizenship behaviour (OCB) involves voluntary and informal behaviours that can help co-workers and the organization. The focus of engagement is one's formal role performance rather than extra-role and voluntary behaviour. According to Maslach, Schaufeli and Leiter (2001), six areas of work-life lead to burn-out and engagement: workload, control, rewards and recognition, community and social support, perceived fairness, and values. They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work.

Figure 1: Antecedents–Consequences Dynamics of Employee Engagement



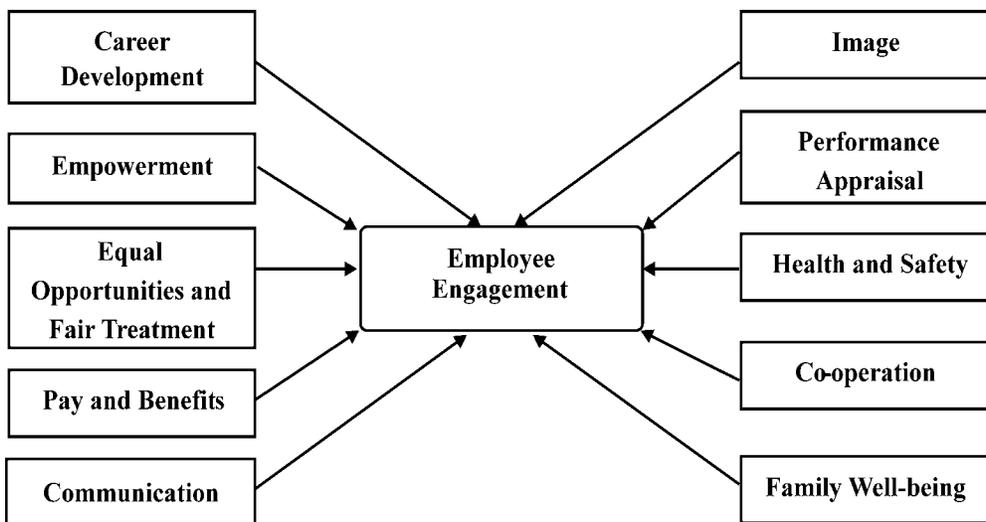
Source: Authors.

Drivers of Engagement

Career development influences engagement by employees. Evolving a clear and strong career development path enables organizations to retain the most talented employees by providing opportunities for their personal development (Concelman, 2005). Employees want to be involved in the decision-making processes that affect their work. If employees are given a say in the decision-making and have the right to be heard by their bosses, then the engagement levels are likely to be high (Schaufeli and Bakker, 2004). In order to boost engagement levels, the employees should also be provided with certain benefits and compensations. Employees need to feel that the core values for which

their companies stand are unambiguous and clear (Pech, 2009). High levels of employee engagement are inextricably linked with high levels of customer engagement, good performance appraisal and a safe working environment (Shaw, 2005). If the entire organization works together and the employees help each other, they will be engaged. When employees observe that the organization is also considering benefits for their families, they will have an emotional attachment with the organization, which leads to engagement. There are a number of reasons to expect engagement to be related to work outcomes. Engagement has been described as a fulfilling, positive work-related experience and state of mind (Schaufeli and Bakker, 2004; Sonnentag, 2003); it has been found to be related to good health and positive work affect. These positive experiences and emotions are likely to result in favourable work outcomes. Engaged employees tend to have stronger ties to their organization and a lower tendency to change their jobs (see Figure 2).

Figure 2: **Key Drivers of Employee Engagement**



Source: Authors.

Employee Engagement Efforts: The RSP Experience

The present study was undertaken at Rourkela Steel Plant (a unit of SAIL), Rourkela. SAIL is India’s largest steel maker with a turnover of Rs. 43,935 crore during 2010–11. It ranks among the leading steel producers in the world, with sufficient facilities for optimum utilization of its human resources. Figuring among the four ‘Maharatnas’ of the country, SAIL owns and operates eight manufacturing plants—one integrated steel plant each at Bhilai, Durgapur, Rourkela, Bokaro and Burnpur, which produce carbon steels, and a plant each

at Salem, Durgapur and Bhadravati, which make stainless and alloy steels. SAIL's subsidiary at Chandrapur is a bulk producer of ferro-alloys. RSP is one among the unique steel plants under the SAIL umbrella which produce a wide variety of special purpose steels. It was set up during the mid-1950s in collaboration with leading steel-makers from the Federal Republic of Germany. Pandit Jawaharlal Nehru, India's first Prime Minister, had described the public sector steel plants set up in the 1950s as the temples of modern India. The present study examines how employee engagement can be enhanced and its impact on organizational performance with reference to Rourkela Steel Plant. RSP attempts to foster employee engagement in the following ways:

a. Organizational culture

RSP promotes a strong work culture in which the goals and values of the organization are aligned across all work sections. It builds a culture of trust, confidence, tolerance, low ambiguity and mutual respect by keeping success stories alive. It aims to not only keep existing employees engaged but also encourages new incoming employees with this contagious spirit of its work culture. Consistent with the company's vision, goals and strategies, RSP places emphasis on its core values (customer satisfaction, concern for people, consistent profitability and commitment to excellence) for business success.

b. Role of top management

Employee engagement requires active support and commitment from top executives by formulating a clear vision, mission and values. Unless the people at the top believe in it, own it, pass it down to the managers and employees, and enhance their leadership, employee engagement will never be more than just a corporate fad or another HR thing. Employee engagement does not need lip-service; rather, dedicated efforts and action-oriented service from the top management. With a view to keeping its employees actively engaged, RSP has taken the following strategic steps:

- Building long-lasting relationships with its customers.
- Upholding the highest ethical standards in the conduct of business.
- Creating and nurturing a culture that supports flexibility, learning and is proactive to change.
- Charting a challenging career for employees with opportunities for advancement and rewards.

- Taking responsibility to make a meaningful difference in the employees' lifestyle.

c. *Employee socialization*

RSP executives are very careful in pooling the potential talent of the new employee through effective recruitment. The manager has to ensure role-talent fit when placing an employee in a certain position. Once the hiring decision is made, the new employee should be given both general orientation, which is related to the company vision, mission, values, policies and procedures; and job-specific orientation, such as his/her job duties and responsibilities, and the goals and current priorities of the department to which the employee is assigned in order to enable him/her to develop realistic job expectations and reduce role conflict that might arise in the future.

d. *Redeployment*

This process is continuously carried out in RSP to meet the changing needs of the individual and the organization. Redeployment in an organization helps individual employees to learn new skills and thereby breaks the monotony of doing the same job over the years. It helps them to get exposure to newer technology and also prevents job loss in the process of technological upgradation. RSP found that redeployment helps to improve productivity as a result of increased employee satisfaction and perceived engagement.

e. *Employee involvement*

Clear and consistent communication of what is expected from employees paves the way for an engaged workforce. Proper sharing of power with employees through participative decision-making induces a sense of belongingness, thereby increasing their engagement. Some key employee involvement strategies adopted by RSP are:

- *Mass contact exercise*: During this exercise, which does not have a parallel in the corporate sector, the Managing Director, along with the Executive Director (Works), sits with nearly 500 employees each Wednesday. The purpose is to identify the priorities of the organization through face-to-face interactions and make presentations that spell out the achievements and shortcomings, pointing out the areas where thrust is needed. Employees come forward with their commitment regarding what they would like to do individually and as members of their

department to overcome the shortcomings and take the Rourkela Steel Plant forward.

- *Performance excellence workshops* is another programme where again the Managing Director, along with the Executive Director (Works), sits with nearly 100 employees belonging to a specific department or function, which also includes key members of support service departments. The workshop is highly interactive in nature, where employees not only provide inputs about the difficulties they face, but also come out with concrete implementable suggestions involving their own actions.

f. Training initiatives

Training facilitates the development of employees' knowledge and skills, which in turn help in the attainment of the organization's goals and objectives. It is generally understood that when employees get to know more about their job, their confidence increases, thereby being able to work without much supervision from their immediate managers, which in turn builds their self-efficacy, commitment and job involvement. Accordingly, RSP has formulated training and development initiatives for its employees. The salient features of these initiatives are:

- Developing a base-line standard of competency for different positions.
- Meeting the organizational, occupational and individual training needs identified every year.
- Developing leadership skills to create proactive and dynamic organization.
- Fostering a climate of continuous learning through knowledge management.
- Providing re-training for redeployment and multi-skill training to support manpower rationalization.
- Evaluating the efficacy of training to continually enhance the quality of training imparted in RSP.

g. Performance management

For an objective assessment of the performance and potential of the employees and to distinguish between different levels of performance, the HR department of RSP has evolved tools for effective performance management. A

comprehensive appraisal system for the employees has been developed to ensure an objective assessment of the performance and potential of the employees and to integrate company and individual goals. Performance planning contributes significantly to role clarity, competency utilization, potential development and performance improvements.

h. Pay and reward systems

RSP, a unit of SAIL, intends to introduce performance-linked pay and recognition systems. SAIL believes in the philosophy that good performance should be recognized and rewarded. The quantum of rewards and the form of rewards depends upon many factors. The recognition and rewards may take many forms. Details of the performance-linked pay and other rewards will be evolved after the first year of implementation of the employees' performance management system. In addition, RSP has introduced non-financial rewards such as: job design, praise from the management, long-service awards, work-related trips, invitations to the Chairman's dinner and Director's dinner, etc.

i. Non-statutory welfare schemes

- *Mediclaime policy*

The following categories of SAIL/RSP employees have Mediclaime cover: retired employees, employees who have taken voluntary retirement, employees who cease to be in employment on account of permanent total disablement, spouse of an employee who dies in service, and employees who resign at the age of completion of 57 years.

The members covered under the scheme can get themselves admitted in any of the registered nursing homes/hospitals anywhere in India, including SAIL hospitals, for major/minor surgical and non-surgical diseases/hospitalization. The member can get the hospitalization benefit up to Rs. 2,00,000 per member per policy (with clubbing facility between employee and spouse). This limit includes domiciliary hospitalization. The limit of reimbursement of OPD expenses would be Rs. 4,000 per member for the policy period.

- *Employees family benefit scheme*

Under this scheme, monetary benefits are provided to an employee in case of permanent total disablement or permanent medical unfitness, and to his/her family in case of death of the employee while in service of the company.

Employees who have put in a minimum of one year of regular service in SAIL/RSP are eligible for benefits under the scheme.

On the separation of an employee from the services of the company on account of death, permanent total disablement or permanent medical unfitness, his/her nominee/the employee, as the case may be, on depositing with the company a sum equivalent to the PF and gratuity amounts due to the employee, would be entitled to monthly payments equivalent to the basic pay + DA last drawn as per the scheme. Such monthly payment would continue till the normal date of superannuation of the employee. If the amount deposited is less than the amount due as PF and gratuity to the employee, the monthly payment will be reduced in the same proportion.

Impact of Employee Engagement

Conducting regular surveys of employee engagement levels at RSP helps to identify key factors that keep the employees engaged. While preparing the questionnaire for the survey, it is advisable to determine all the factors that drive engagement in the organization, then narrow down the list to focus on two or three crucial areas. It is important that organizations begin by concentrating on the factors that will make the most difference to the employees and put energy around improving these areas as it may be difficult to simultaneously address all the factors. RSP executives have developed action-oriented plans that are specific, measurable, accountable and time-bound to build the climate of workforce engagement.

Labour productivity (LP) is considered to be an indicator of the productivity of the workforce directly engaged in the production process of any organization. LP is viewed as an improvement factor, and organizations make efforts to bring it at par with their competitors in the industry. Being a manufacturing industry, RSP gives continuous thrust to enhancing its LP to bring it at par with other steel manufacturers. Substantial improvements have been noticed in the organization due to manpower right-sizing, employee engagement initiatives, technological upgradation. During the period 2004–11, the total manpower of RSP declined from 22,991 to 18,822; LP improved from 88 to 181; and turnover gradually rose from Rs. 2,309.84 crore to Rs. 7,445.00 crore, nearly more than three times during the last 10 years (see Tables 2 and 3)—all of which are the outcome of proactive employee engagement measures taken by RSP.

Table 1: Calculation of Labour Productivity

LP =	Crude Steel Production + 50 % of Saleable Pig Iron	X	365
	Average Works (Technical) Manpower		Duration for which LP being calculated (Number of days)

Table 2: Manpower and Labour Productivity of RSP

<i>Status</i>	<i>2004-05</i>	<i>2005-06</i>	<i>2006-07</i>	<i>2007-08</i>	<i>200-09</i>	<i>2009-10</i>	<i>2010-11</i>
Manpower	22,991	22,297	21,680	21,105	20,192	19,455	18,822
Labour Productivity	88	128	148	158	162	173	181

Source: Dept. of Personnel (Personnel Information System Section), RSP.

Table 3: Year-wise Production and Turnover of RSP

<i>Financial Year</i>	<i>Production (in MT)</i>			<i>Turnover(Rs. Crore)</i>
	<i>Hot Metal</i>	<i>Crude Steel</i>	<i>Saleable Steel</i>	
2001-02	1.46	1.33	1.35	2.309.84
2002-03	1.64	1.47	1.52	3.144.88
2003-04	1.72	1.57	1.57	3.813.88
2004-05	1.69	1.60	1.55	4.674.19
2005-06	1.77	1.66	1.61	4.586.65
2006-07	2.12	1.99	1.94	6.335.90
2007-08	2.22	2.09	2.06	7,321.66
2008-09	2.20	2.08	1.98	7,623.17
2009-10	2.26	2.12	1.99	6,992.24
2010-11	2.30	2.16	2.03	7,445.00

Source: Dept. of Finance, RSP.

Conclusion

Employee engagement is indeed a concept which if implemented properly makes a lot of sense. It is a simple idea rationalizing the fact that the engagement and commitment of employees towards their work and organization can make a huge difference. Engaged employees create winning organizations that are more profitable, a fun place to work in and offer superb customer services and other solutions for which the organization exists. Today, however, there is clear

evidence that business leaders are not simply saying this—they are actually experiencing it too with engagement tools. Employee engagement has potential applications for HRM practices such as role definition, support and flexibility. People are a key component of any company's ability to execute its strategy and achieve its goals. Companies that are able to better engage their people also deliver better business performance and maximize shareholders' value. These days, almost all organizations are investing money in HR-related practices to create value for organizational performance.

Increasing employee engagement is highly dependent on leadership and establishes two-way and transparent communication where the personnel's work and views are valued and respected. It is about building a truly great relationship with the workforce. Any organization that embraces a fine management philosophy, recognizes employee talent and potential, and is committed to providing them an enriching professional experience is bound to succeed. The drivers of employee engagement motivate employees to be fully involved in and remain committed to their work, care about their organization and colleagues, and go the extra mile for their organization to ensure its success.

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