

# EMPLOYEE ENGAGEMENT

A RECIPE TO BOOST ORGANISATIONAL PERFORMANCE



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# CONTENTS

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<i>Acknowledgments</i> .....	15
<i>From Author's Desk</i> .....	19
1. Introduction .....	21
2. Quantitative Study .....	23
3. Assumptions Based on Qualitative Research.....	28
4. Talent Management & Employee Engagement .....	33
5. Conceptualisation of Model (Pre Research) and Data Analysis .....	100
6. Results and Discussion .....	199
7. Recommendations & Summary Gains .....	230
<i>References</i> .....	239

## CHAPTER 1

# INTRODUCTION

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**E**very Organization strives for substantial growth each year. All the organizations who have achieved growth milestones much beyond planned are those with good and consistent track record of substantial Return on Investments and also well motivated teams.

Till late 80's, Industries never realised that Employees are backbone for Organizational growth. It was the entry of Multinational organisations in the Indian market which brought learning's to India Inc. that Human Resource is also as important contributor for an organizational performance as Financial capital and that the Human recourse too have key properties similar to Finance and therefore was started termed human work force as Human Capital/Human Equity.

In past two decades Industries globally have witnessed and earned huge returns by ensuring great care for Employee's concerns which enhanced motivation and retention of employees, as a result employee's performance played pivotal role in the growth of the organization as good as Business partners. This phenomenon has been termed as Employee engagement through Employee's well-being.

There have been many studies done by Organizations internally and also through Management consultants who have come out with useful data in terms of drivers & indicators to employee engagement and employee well-being.

Few Consultants have made progress towards linking employee engagement & employee well-being and its impact on organization performance.

Employee engagement was introduced to the industry about 2 decades ago as one of the possible tools for improving employee efficiency in any organisation. The momentum of this gained over the past decade wherein most organisations considered employee engagement as one of the key organisational challenges & objectives.

Despite popularity in service industry, Manufacturing industry was little late in adopting to the employee engagement. While the fact is that the role of employees has a day-to-day impact on the organisational performance and building up relationships among employees, peers, superiors and customer satisfaction etc.

While dealing with employee engagement of a particular industry, their specific needs are to be understood in terms of what factors would motivate and engage their employees. Each industry segment has its peculiar concerns which are essentials to keep their employees motivated: upon these being addressed, employees feel engaged. Creative people need good ambience in the office, if that is provided they feel motivated and engaged etc.

Therefore the purpose of this book is to establish factors effecting engagement of employees of industry across, its current levels in similar organisations and ways to improve the engagement levels, thereby offering a recipe to boost organisational performance. The book has established the link between employee engagement, employee well-being, employee & organisational performance, organizational culture leading to casting a **“Conceptual Model”**

## CHAPTER 2

# QUANTITATIVE STUDY

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### **SAMPLE SELECTION FOR THE BOOK**

Considering such a complicated & vital challenge for Industry, a large size Sample was selected for the Research was as follows:

50 HR Heads of Manufacturing Industry were contacted.

600 White Coloured Tech & non Tech Employees of Manufacturing Industry were contacted and 600 Blue Coloured Tech & non Tech Employees of Manufacturing Industry were contacted.

### **IMPORTANT RESULTS AND DISCUSSION**

The Study collected and analysed data of existing Employee engagement levels in manufacturing industries and how to improve the same. The Study will help HR Heads to design appropriate Employee engagement policies which can be customised to meet their retention the talent pool.

The Study collected and analysed data of existing employees Well-being levels in manufacturing industries to define Well-being criteria and How each criteria is affected by employee engagement levels of the organization. This will help HR Heads

to measure impacts of Employee Engagement Policies on the Employee Well-being.

The Study Tested the Hypothesis of the Objectives to establish direct relation between employee engagement and well-being and its linkage to organization Performance. The Study will help HR Heads to make necessary amendments/additions/deletions to Employee Engagement Policies where necessary to improve organizational performance in terms of productivity and profitability.

Using Analysis of data collected the Study was conducted to Develop Measurement techniques of Wellbeing of employees and Design a Model which co-relates Wellbeing and Employee Engagement rationally. This will help HR Heads mapping existing Employee Well-being levels; define next levels which helps enhance employee contribution in achieving Organization goals in terms of productivity and profitability.

## DATA COLLECTION AND ANALYSIS

<b>Employees</b>	<b>Gender</b>		<b>Mean Age</b>	<b>Mean experience</b>	<b>Total</b>
	<b>Male</b>	<b>Female</b>			
<b>HR head/ Managers</b>	<b>30</b>	<b>20</b>	<b>-</b>	<b>-</b>	<b>50</b>
<b>White collared employees</b>	<b>390</b>	<b>210</b>	<b>26-35 yrs</b>	<b>2-3 yrs</b>	<b>600</b>
<b>Blue collared employees</b>	<b>366</b>	<b>234</b>	<b>26-35 yrs</b>	<b>6-10 yrs</b>	<b>600</b>
<b>Total</b>	<b>786</b>	<b>464</b>			<b>1250</b>

## **DEMOGRAPHICS OF DATA ANALYSIS**

To conduct detailed study of the objectives & assumptions among employees working under varied professional, social, financial setup, survey was conducted in various manufacturing organizations in different product & process segments. Three categories of employees e.g. Blue coloured, White coloured and HR Managers were selected for the survey from different Organizations in manufacturing industry. The objective of these 03 category of employees was considered so as to get response from worker class, executives class can be taken on the effects of organisation's engagement initiatives and decision to include HR managers for survey response was taken as to study how effective HR policies were and what they feel the bottlenecks in employee engagement.

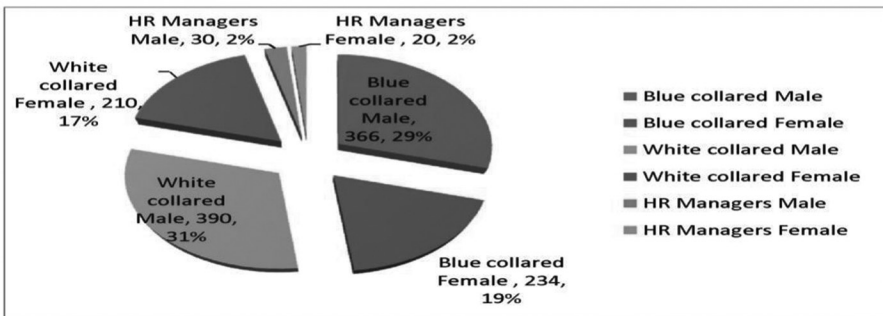
As employees are the asset of the manufacturing industry, and the vital part of the performance in terms of productivity and profitability of the Organization depends upon the blue coloured employees to great extent. Then it comes the White collared employees who help Organization to manage different departments like finance, marketing, HR and technical. These executives are second most important asset of the Organization. Then the HR department and the HR managers who help Organization by making policies suitable and beneficial to the employees and looking after their basic needs to get fulfilled. The HR manager too has a vital role in Organization performance, as he/she has to make such HR policies which are beneficial to both Organizations as well as employees and to make employee happy, satisfied and so engaged at the workplace.

50 HR Managers were interviewed personally/telephonically and were asked to respond to questionnaire to study the impact of HR policies of different Organization on employee engagement objectives of the organisation. 600 white collared employees and 600 blue collared employees were interviewed in person/telephonically, told to fill the questionnaire in person and online

to study how effective the employee engagement policies of their organisations are and what else the employees expect from the management. As priority and quantum of needs of employees were considered to be varying among different categories both blue and white coloured employees were included in the study to respond the questionnaire.

## EMPLOYEES INVOLVED IN SURVEY

Employees	Gender	Frequency	Percentage
Blue collared	Male	366	29.00
	Female	234	19.00
White collared	Male	390	31.00
	Female	210	17.00
HR Managers	Male	30	2.00
	Female	20	2.00
Total		1250	100.00



## EMPLOYEES INVOLVED IN SURVEY

Out of 600 blue collared employees 366 were male and 234 were females. The male: female ratio is 61:31. While for white collared employees, 390 males and 210 females participated in the survey ranging from 21 yrs to 55 yrs of age group. The mean age for both the employees is 26 to 35 years. The male –female ratios forms fairly well represented sample of the population.

The mean experience for white collared employees in the Organization is 2 years to 3 years while for blue collared employees it is 6 years to 10 years. White collared employees/ executives and managers tend to switch their job frequently i.e.

in 2 to 3 years while most of the stick to one Organization i.e. more than 4 yrs which is 32% of all employees. This indicates that they were loyal to Organization which is because of so many reasons like job satisfaction, employee engagement and other policies which are in benefit of employees.

Out of 600 employees nearly 290 employees i.e. 46.5% employees had prior experience. The mean age of experience is 2.66 and the median year of experience is 3 years.

## CHAPTER 3

# ASSUMPTIONS BASED ON QUALITATIVE RESEARCH

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Researches in the area of employee engagement and well-being of employees in emerging market like India and how to measure it and its impact were conducted by very few researchers, and the studies too were done in piece meal fashion. This is very important for sustained growth in Manufacturing sector, needs of one of the key assets of the organization i.e. Employee's- to be taken care of. When they are taken care well, it improves their well-being and satisfaction levels, resultantly employees will be more productive & loyal and will play pivotal role in achieving the goals of organization.

The Global Markets have become too competitive due to advancement of technologies and also profit margin shrinking. Role played by employee have become highly specific & specialized and thereby have become major variable for cost control. Hence, Industry has apparently accepted the value of Human Capital, and they are faced with challenge of attracting new talent, grooming & retention of existing talents.

Attracting, developing and retaining the right Talent, Employee engagement is new age challenge for the HR Managers in the industry. Developing employees is a scientific & procedural

activity but engagement has yet not become as scientific which can directly relate to particular HR initiative as engagement is resultant of HR initiative and its impact on cognitive/emotional level of the employee.

Well-being till now has been a generalized term as the Industry is still not sure the parameters which actually define and relate to well-being. Well-being is directly related to employee engagement but the Industry also not sure which Employee engagement policy is essential and what will be its contribution to employee engagement matrix in achieving organizational goal.

As Employee engagement and well-being have become one of the key challenge/activity which need to be managed to achieve organization goal, there is need to map and measure these and also establish the link between these with organizational performance.

The relationship between employee well-being and employee engagement is not studied in the Indian context in manufacturing industry yet. The relationship is presumably direct and it impacts the organization performance. So there is a need for a detailed study of these parameters to measure the well-being and employee engagement criteria and how it affects the employee satisfaction, employee loyalty, improve attrition rate and enhance performance of employees and the organization.

### **Assumptions about link among Employee Engagement, Employee Wellbeing, Employee Performance and Organisation Performance**

World over Industry has accepted that Human Resource is an Asset for an Organization and play vital role in Organizational performance, in terms of productivity and profitability, towards achieving its strategic goals of expansion and growth.

Over the years Industry has unanimously reached a conclusion that Human Resource is not a Cost head but an asset. Further, it has also been well accepted that cost

involved in developing and retaining the human resource is an investment than expenditure as the Organization gets the ROI on human resource development and retention in multiples to the expenditures incurred on this initiative. Hence, Attrition of human resource has become a big challenge for the HR leaders globally and one of the major KRA of their own performance matrix.

Therefore, HR leaders work day-night to conduct various surveys and study developmental needs and reasons for attrition and keep designing various policies to retain the well trained human resource.

In the above pursuits the HR leaders across the globe have arrived at a conclusion that two variables' namely Employee Engagement and Employee Well-being are the solution to manage the Attrition.

Despite tire less efforts by HR leaders across the globe, to design and implement employee engagement and well-being policies they have yet not been able to establish measurable link between Employee Well-being and Employee Engagement.

There have been numerous studies carried out by HR professional and HR Consulting organisations, through which they have been able to establish Employee Well-being and Employee engagement as two variables directly linked to third variable i.e. organizational performance. But there is no measurement process or tool designed yet which can establish quantitative relationship between Employee Well-being and Employee Engagement and its impact on organisation performance in terms of productivity and profitability.

The book furnishes meaningful investigation in understanding inter-relationship between Employee Well-being and Employee Engagement and a measuring model for the same and its impact on organisation performance in terms of productivity and profitably.

**Assumption 1 (H1): Employee Engagement is not affected significantly by Employee Well being.**

Once employee engagement triggers employee well-being, it triggers the employee engagement to next level and leads to a cycle of well-being through employee engagement; observing benefits of employee well-being, some of the employees out of employee who are not yet engaged get motivated & result in enhanced employee engagement level in the organisation to some extent but not significantly.

**Assumption 2 (H2): Employee Engagement significantly affect Employee Performance.**

Employee engagement policies of the organization make employee feel that the organization cares for his/her concerns about personal welfare and congenial work environment which results into developing feeling of well-being making him/her belong to the organization termed as loyalty. This emotional relationship between employee and organization improve retention through reduced attrition and enhances employee performance in terms of productivity resulting into improved organization performance in terms of productivity & profitability.

**Assumption 3 (H3): There is not any significant effect of Employee Engagement on Organisation Performance.**

Employee engagement initiatives are aimed at improving organization culture in terms of welfare of employees and congenial work place. These initiatives makes employees feel that organization is concerned about his/her personal welfare and also quality of work environment in terms of clarity in role & responsibility, transparent & socially neutral performance evaluation process, office equipments etc.

These initiatives induce well-being feeling among employees. Once the feeling of well-being sets in among the employees it shows its impacts on a larger scale in terms of number, grades of employees resulting feeling of well-being across the board.

## Employee Engagement

Employee engagement triggers feeling of well-being among employees, with the passage of time and continuity of engagement policies feeling of well-being though restrictively but improves employee engagement among the employees this sets in a cycle of well-being through engagement and restrictive enhanced engagement through well-being. This cycle of engagement and well-being induces loyalty among employees towards the organization

Improved employee well-being induces loyalty in the employee towards his/her organization and at some level he/she even becomes Organization Brand ambassador among the employees, especially among new joiners. Organizations using Buddy System to engage new joiners at faster pace often use employee with scores of well-being. Well-being motivates employee's dedication and devotion to the role assigned which improves his/her performance as team member & team leader resulting in improved organizational performance though not significantly.

## CHAPTER 4

# TALENT MANAGEMENT & EMPLOYEE ENGAGEMENT

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### **4.1. IMPORTANCE OF HUMAN RESOURCE/EMPLOYEES IN THE ORGANIZATION**

Human resource is the most important resource for any organization as all the major functions are highly dependants upon the employees of the organization. It is the efficient manpower that is identity of an organisation which proves that manpower is of vital importance for an organisation. Meeting this task is termed as Talent acquisition/management function. This function starts a cycle from Recruitment of Right person for the Right job at Right time with Right attitude. Once hired, the management is responsible to deploy these employees suitably. Corporate HR is expected to prepare manpower planning, before recruitment so that head counts and manpower cost is kept under control and yet organisation is able to achieve the targets utilising man power appropriately.

### **4.2. MANUFACTURING INDUSTRY IN INDIA**

The term Manufacturing is used for converting raw material into consumable/usable/finished goods/inter mediate to finished

goods using machine, manual process/technical process/chemical process whether it is manufacturing of eatables, equipment, cosmetics, vehicles, even aircraft etc. These products are sold to the whole sellers/distributors who in turn sell this to retailers which ultimately reach end consumers.

Manufacturing activity plays key role in GDP of most countries especially India. Manufacturing activities are undertaken for higher volumes of production so that larger quantities are produced at lower cost. Subsequently, after staking for domestic consumption surplus quantities are exported to other countries which generate foreign currency funds which are used for imports of critical/essential supplies for public consumption/defence equipments etc.

Under free economies manufacturing activities are done for planned quantities as per state determined central plans while for mixed economies its done under state controlled regulations.

Many researchers have predicted that there are huge increases in domestic consumption in India and many MNCs are looking upto India as manufacturing hub due to abundant resources and cheaper man-power which will take Indian manufacturing sector to \$ 1 Trillion by 2025.

This growth prospects have motivated domestic and global manufacturers due to great opportunities to invest in India which in turn will enhance contribution of manufacturing sector in GDP from 13–16% to 25–30% and generating 100 million approx. jobs in India by 2025.

### *Growth Trend*

HSBC PMI (purchase manager's index) generated as per reply by purchase managers of 500 organisations to questionnaire PMI counts were 52 in March 2013, 51.4 in Jan 2014 and 52.5 in Feb 2014 which incredibly high on y-o-y and encouraging as score 50 and above is considered sustained growth.

FMCG and basic consumer goods sector were observed to be best performing and substantial growth pace due to increase in out puts and consumer behaviours in India and also increase in exports as Indian products now can compete in global market due to meeting global quality standards.

### *Manufacturing: Government Initiatives*

While addressing World Economic Forum (WEF), Indian Commerce Minister in 2014, informed the forum that India would create 05 National Investment and Manufacturing Zones (NIMZs) outside DMIC region at Nagpur (Maharashtra), Tumkur (Karnataka), Chittoor, Medak and Prakasam (Andhra Pradesh) for manufacturing sector. This would create about 100 million jobs by 2025 and increase contribution of manufacturing sector to Indian GDP from 13–16% to 20–25%. However, he insisted that to bring this dream come true India industry will have to accelerate its Exports and put onus on State Govts to acquire necessary land pool for these infrastructure developments.

### *Road Ahead*

As Govt of India has realised that it is manufacturing sector which need to boost if Indian Economy has to be grown faster and sustained and for that many reform in Labour policy, Land acquisition, FDI, Licensing system etc are to be on top priority. Another development which will help economic growth is Policy & incentives on Exports of finished goods.

India's exports have grown from US\$ 8.1 BN in 2007 to US\$ 20.9 BN by 2011, which is a very significant indicator of growth prospect of Indian manufacturing Industry. Out of the whole kitty of exports from India Hitech Exports has recorded Compound Annual Growth Rate (CAGR) of 26% in 2007–11. Electronic goods and Pharma too have grown substantially over past 10 years. These trends show a very rosy picture for India Manufacturing Industry and Exports.

### **4.3. TALENT MANAGEMENT AS CRITICAL AS CAPITAL MANAGEMENT**

It is a key HR function consisting of Planning, hiring, developing, and retaining the talent in any organisation to ensure that the required talent pool is available to sustain the existing business, grow the business, strategic business decisions e.g Joint ventures, merger & acquisitions, setting new SBU.

In pre 1950 Era, organisations used to consider and treat talent as “worker/servant” and work culture was restricted to obey the order given by the promoter/manager. With the industrial globalisation and consumerism becoming the reality of business scenario, same worker/servant transformed into talent and been accepted as key role player in business form & performance at any stage of business.

In the present day organisations have ful-fledged and well geared up HR department which is tasked with Talent management. Talent management is one of the key KRA of HR teams in the organisations. HR teams are tasked with hiring goals with strict time lines and also keeping attrition within control limits.

#### **4.3.1 Need for Talent Management: strategic perspectives**

As global market becoming cut throat competitive the Industry has realised importance of acquiring and retaining talent best suited for its business goals. In the recent decades, Industry has started including Manpower factors in all its strategic capital investment decisions such as JV venture, Mergers & Acquisitions and setting up new SBU.

The Industry has escalated their HR department more aggressively geared up for understanding & undertaking Manpower due diligence and acquisition and retention to meet newer business challenges. In order to undertake such tasks HR departments are led by strong & seasoned HR leader with astute

strategic bent of mind, and HR departments have exclusive Talent Management team. These Talent management teams have their goals aligned with capital investment goals.

The Talent management teams are given hiring targets and retention targets to ensure that any given time organisation is manned by desired skilled manpower to meet the organisational challenges and goals.

The HR leaders have their eyes on Talent need targets as critical goals for their teams. In meeting such targets the HR leaders regularly interact with business leaders and top management to cast their Talent planning & strategies aligned with the business goals. Such exercise is undertaken and concluded by Oct-Dec of each year keeping enough open room to re align with the changing needs of business goals due to various variable factors turning unfavourable/hostile.

Though from the very first step, every business venture need talent management to achieve financial goals & growth but as at the inception stage most start-ups management have other business challenges as their priorities than man power management without realising it one of the key need for the business success.

However growing organisations do understand this need and include Talent management as one of their key strategic goals for success & growth.

Following are key strategic perspective for talent management:

### ***a. Process orientation***

Most Organisations have well realised that days of person driven organisation are over, now the market is so competitive that need every business activity to be undertaken by employee with specific competencies for the role. All the business processes strictly demand suitably qualified talent armed with required behavioural competency for the role.

### ***b. Cultural need***

This perspective suggests that every organisation has its work culture customised to the management style and market challenges. Hence, most organisations in addition to technical skills and behavioral competency also look for attitude as team member and team leader.

### ***c. Competitive edge***

In fierce competitive market, one of the key challenges faced by the Organisations is continuous flow of talent pool to meet the growth plan and also market needs. Hence, organisations through its Talent management group hire, develop and retain sufficient talent for current, future and contingent competitive needs of the market.

### ***d. Human Resource Planning perspective***

Most organisations over the period have realised the importance of man power planning for two fold objective;

1. To have sufficient talent availability at all times;
2. To have right person for the right job with right attitude.

This process ensure continuous supply of desired human resource.

### ***e. Change management need perspective***

As organisation grows, at every new level it attains unless there is a continuous process of developing the existing manpower or inducting fresh talent in the system, big lot of existing man power becomes redundant due to pace gap.

Hence, to meet the newer challenges organisation goes through “Change management process” which need lateral induction of new leaders and also developing potential employees as leaders.

### **4.3.2 Drivers for Talent Management**

Based on various perspective discussed above following factors are identified as Drivers for Talent Management:

- a. Attracting new Talent
- b. Hiring Talent
- c. Apt Deployment of existing & new Talent
- d. Developing existing & new Talent
- e. Re-appropriation of existing talent
- f. Rationalisation of Talent pool
- g. Motivating Talent pool: Job satisfaction, Appropriate Compensation & benefits
- h. Engaging Talent pool
- i. Managing redundant Talent
- j. Maintaining controlled & healthy attrition
- k. Retaining desired Talent
- l. Succession planning

### **4.3.3 Employee engagement a key to Talent Management**

Roller – coaster journey of global Industrial development saw changing scenario of management perspective and accordingly change in Management strategy which began from Customer Satisfaction as key to Business success where only “Quality” of product/service as Customer satisfaction to Customer satisfaction in terms of quality, post-sale services, value added services and lastly as Customer delight.

Later management perspective found newer shape transiting from Customer Satisfaction to Employee Engagement where in Employee satisfaction in terms of job satisfaction, growth opportunity, financial growth & Employee motivation etc been main constituents as key to Business success. Thus, in the current business scenario Industrial growth journey reached a level where Industry accepted that managing Human capital is

as costly & critical for Business success as decision and process of Capital investment and need great care in handling as it has direct impact on the employee performance, which ultimately affect organisational performance.

#### **4.3.4 Talent management Best Practices**

Considering current business challenges at global level, Talent management has become very critical & costly function for almost all the ambitious Organisations and accordingly they have included Talent management in key priority strategic decisions and included HR leaders as team member of Business Strategic Group of the Organisation.

As most of the Talent Management Strategies focus on balancing Organisational talent needs and need for engaged, satisfied and motivated lot of desired talent pool, following Talent management strategies can be universally applicable:

- a. Recruitment & Induction Practices
- b. Supportive Top Management Team
- c. Talent Evaluation & Succession Planning Practices
- d. Performance Management Practices
- e. Compensation & Benefit Practices
- f. Organisational Leadership Development Culture
- g. Role based customised Leadership Development practices
- h. Talent management ROI analysis Practices

#### **4.3.5. Literature Review**

**Frynas, Millahi & Pigman.(2006); Karim, (2006); Barsade & Donald, (2007)** suggested that Business ventures and organizations should evolve their own pool of talent as per their growing needs to match demanding global business environment.

**Arporn (2008)** opined organisations must grow their human capital stock as per the global needs, in terms of improving their performance and working style.

**Schon & Ian, (2009)** stated in their publication “The global war for talent” that global changes in market scenario has induced demand and competition in acquiring & retaining talent globally and advised talent management as challenging goal of organizational development.

**Richard et. al. (2011)** alerted the organisations about immediate need of talent management challenges and need of strong and robust Human Resource for success of an organization.

**(Inkson, 2008 & Rousseau, 2001)** referred a shift in the power relationship between employers and employees and that gradually, organizations are accepting consumerist a key reason for talent management a new business challenge.

**(Huang & Tansley, 2012)** stated that majority of publications on talent management do not offer a formal definition of the central concept.

**(Lewis & Heckman, 2006)** not many organizations have a talent management system in place.

**Iles, Preece, & Chuai, 2010; Tansley, 2011)** unanimously summed up that talent management add value over all the HRM strategies & practices.

**Ashton & Morton (2009)** Talent management includes managing demand & supply and continuous flow of talent in an organisation.

Over the years due to changed business scenario globally, Talent management has evolved as key business strategic decision & functions as it has been proved that it is the satisfied, engaged, motivated talent pool which directly impacts Organisational performance.

Talent management includes activities/initiatives to Attracting, Inducting, Deploying, Developing, Assessing, Engaging, Satisfying, Motivating existing and new talent pool.

Out of the key talent management strategies Employee Engagement plays vital role in ensuring the desired talent at any time & continuous flow of talent focusing on their performance aligned to organisational goals.

All ambitious organisations across the world have made sustained efforts to develop vibrant HR department to ensure a vibrant organisation armed with engaged, satisfied & motivated Talent rich with desired technical and behavioural competencies, apt attitude and potential for development & career growth.

As employee performance directly impacts organisational performance; Talent management is considered as costly & critical investment as Capital investment for any organisation.

### **4.4 ENGAGED ORGANISATIONS & EMPLOYEE ENGAGEMENT**

Engaged organisations work on strong value based practices with visible link between employee & employers mutual faith and natural justice, as mutual promise & commitment between employer and employee is essential ingredient as an understanding & fulfilment.

Though improvement in productivity thereby enhanced performance is at the epicentre of engagement, however it cannot be extracted by any mechanism of wilful manipulation of employees' commitment and emotions.

These days Employees too are well aware of various manipulating tactics of management hence they are able to quickly pin point such attempts; which lead instead to cynicism and disillusionment. While employees already at engaged state voluntarily give desired effort, as an integral essence of their duty at work.

Employee engagement is not repackaged old management styles but have connections with analytical factors e.g. commitment, job involvement, organisational behaviour & job satisfaction, apart from few critical differences.

Employee engagement is an interdependent mechanism based on trust and understanding: organisations must endeavour to engage employees, and in turn offer credible engagement scores to management. It mutually emphasizes each other. Employee engagement is medium of driving employee well-being and thereby enhancing their performance. Data of various research and survey indicates engaged organisation's productivity enhances by 43% and overall performance by 20%. Such organisation's retention improves by 87%.

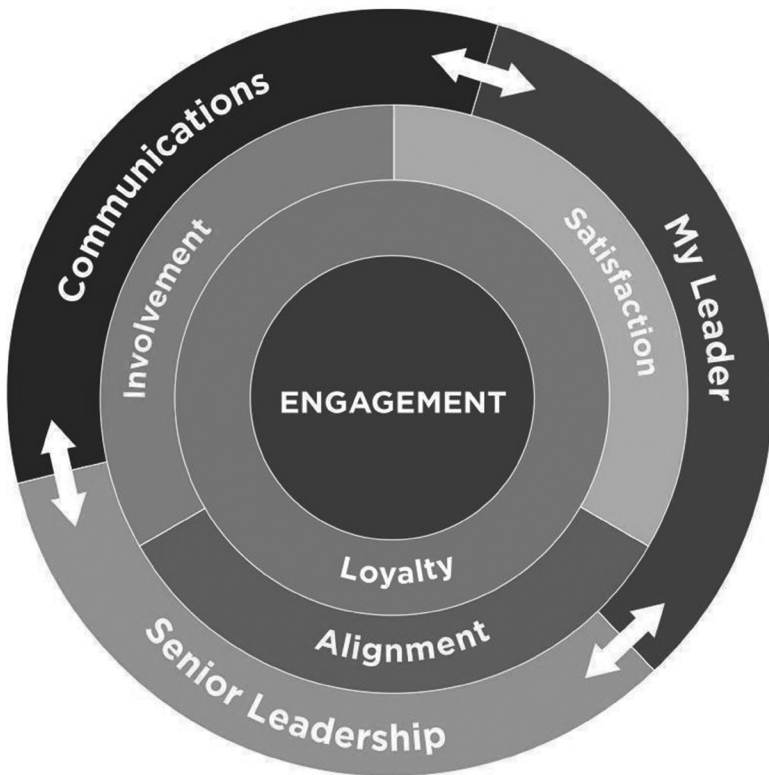


Figure 1: Employee engagement

#### 4.4.1 Employee engagement

Employee Engagement is a developing incidence in the Industry that is ensured by HR leaders and also by Line managers. In the

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