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Employee Engagement and Disengagement: Causes and Benefits

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Abstract:
"There are only three measurements that tell you nearly everything you need to know about your organization's overall performance: employee engagement, customer satisfaction, and cash flow. It goes without saying that no company, small or large, can win over the long run without energized employees who believe in the mission and understand how to achieve it."
– Jack Welch, former CEO of GE.
Employee engagement is an element that links the organization and its employee's. It is also called work engagement. An engaged employee is one who is fully dedicated and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. Employee Engagement is also a dominant source of competitive advantage. It creates a strong bond between employee engagement, employee performance and business outcomes. It is basically concerned with the employees' beliefs about the organization, its leaders and working conditions. It has been observed that modern organizations are emphasizing a lot on practicing employee engagement looking at the benefits earned by having 'high engaged employees' in their organizations. It is therefore, important to identify the low engaged employees and replace them with high engaged employees in order to develop the employees and organization as a whole.

Key words: Employee, Engagement, Disengagement

1. Introduction of Employee Engagement

"Employee engagement is the art and sciences of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and happiness to leverage, sustain, and transform work into results." -David Zinger. [1] In 2010, Shuck and Wollard proposed a definition of employee engagement for the HRD community where they defined employee engagement as "an individual employee's cognitive, emotional, and behavioral state directed toward desire organizational outcomes" (p.103). This definition built on seminal definitions of employee engagement (Kahn, 1990; Macey & Schneider, 2008; Maslach, Schaufeli & Leiter, (2001) and earlier conceptualizations of engagement-linked-motivation-type variables (Alderfer, 1972; Kahn, 1990; Maslow, 1970), suggesting that each type of engagement is separate, definable, and builds from one another. [2] Employee engagement is defined as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances" (Kahn,1990, p. 694)[3].

Employee engagement is an element that links the organization and its employee's. It is also called work engagement. An engaged employee is one who is fully dedicated and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. Employee Engagement is also a dominant source of competitive advantage. It creates a strong bond between the engagement, employee performance and business outcomes. It is basically concerned with the employees' beliefs about the organization, its leaders and working conditions. There are two aspects in which the employee engagement can be classified that is the emotional aspect and the physical aspect. The emotional aspect is mainly concern with the employee's feelings and employee attitude may it be positive or negative about the organizations and the leaders, where as the physical aspects about the employee engagement is concerned with the physical energies that are exerted by the individuals to accomplish their roles.

Jack Welch, Former Chairman and CEO of General Electric quotes that "The best companies now know, without a doubt, where productivity—real and limitless productivity—comes from. It comes from challenged, empowered, excited, rewarded teams of people. It comes from engaging every single mind in the organization, making everyone part of the action, and allowing everyone to have a voice—a role—in the success of the enterprise. Doing so raises productivity not incrementally, but by multiples" (Human Resources, 2003) [4] Truss et al (2006) define employee engagement simply as 'passion for work'. An organization with 'high' engagement level will outperform than that with 'low' employee engagement. Employee's engagement will only be

reflected when there is high level of enthusiasm for work by the employee the level of commitment and involvement of an employee towards their organization and its values. [5]

An engaged employee is cognizant about the business context and he works with colleagues to improve performance within the job for the benefit of the organization. It has an organizational purpose and connotes involvement, commitment, passion, enthusiasm, focused effort and energy. Employee engagement is not just the process of engaging the employees productively. It also expects the organization to pave the way to ensure that the employees are motivated to put in their best efforts for the wealth maximization. This requires building loyalty which can inject commitment in doing quality work. Employees should be well versed with the mission and the set of organizational plans and policies for their attainment. It is not just the employee who should be motivated but in fact the management's support is equally required. The management should provide the set of tools and materials that are necessary for performing the task effectively.
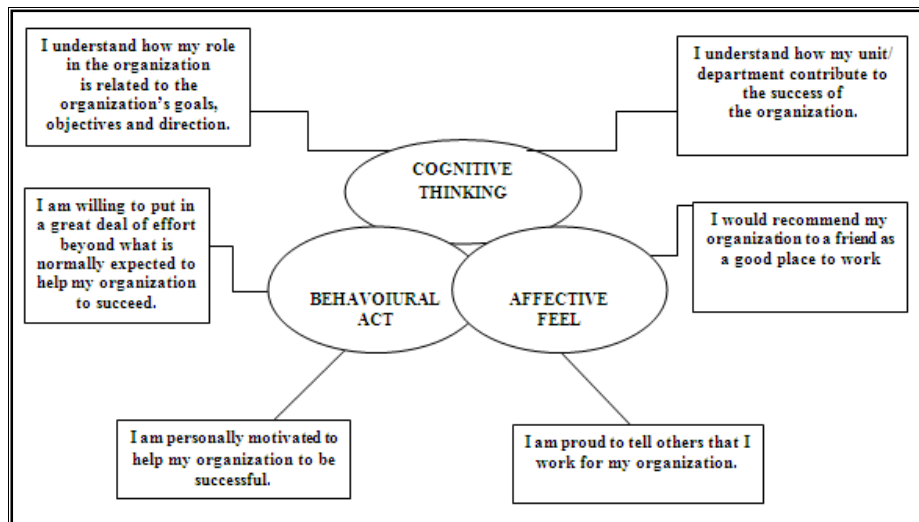

Figure 1: Three Attributes of an Engaged Employee:z

1.1. The Ten C's of Employee Engagement [6, 7]
- Connect
- Career
- Clarity
- Convey
- Congratulate
- Contribute
- Control
- Collaborate
- Credibility
- Confidence

2. Benefits of Employee Engagement [8]

Employee engagement is benefical for the organization as well as for the employees. The 3 most important benefits of employee engagement are discussed below:
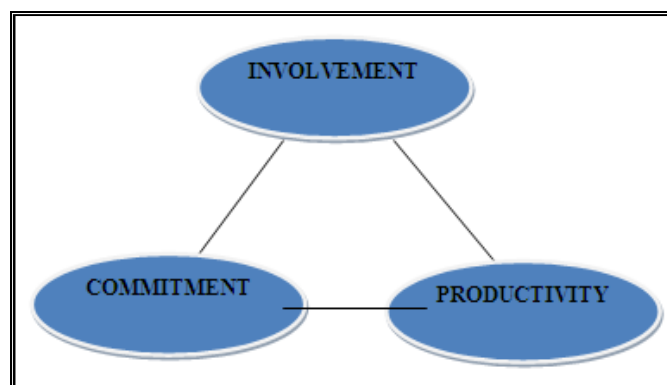

Figure 2

Involvement: when an employee is involved in an activity or a task which is of his/her interest, it motivates him/her to perform their best in a given task which increases their productivity and profitability for the organization.

Commitment: Employees who involve themselves in the task which pleases him/her the most, becomes highly engaged so that they can give their best to achieve their desired result, which leads to 'commitment'. A committed employee is an asset to the organization.

Productivity: Involvement and commitment both lead to the increase in productivity of an employee. Productivity increases when an employee gives 100% to his/her work and that comes when the employee is totally involved and committed towards his/her work. The organization then reaps the benefits of an engaged employee.

The other benefits are:
- Employees when more engaged tend to be more productive. They not only work smarter but they work along with colleagues and management for the company and business benefits.
- It is believed that the engaged employees stay for a longer period with the organization and thus saving the time and costs to recruit new employees.
- Customer service improves when employees are engaged. Happy people are not only obvious but contagious so the impact of employee engagement may not be visible but there is a significant difference on the customers.
- Many organizations take employees for granted but if providing the employees engaged a better atmosphere they can increase their productivity.
- Higher levels of employee engagement improve business performance.
- Businesses that successfully reach this goal are likely to see significant improvements in performance, a rise in profits and a greater ability to attract and retain the best employees.

3. Types of Employees Based on Level of Engagement [9]

several researchers have identified and grouped employees of various organizations based on employee engagement. The identified three categories are-
- Engaged Employee: "Engaged" employees are target achievers and focused towards their goals they want to know the desired expectations for their role so that they can meet and fulfill them. They are concerned about their company and their place in it. Their performance is at a higher level, and wants to use their talents and strengths at work every day. They are extremely passionate about their work and drive innovation and help the organization to grow and move forward.
- Not Engaged Employee: "Not-engaged" employees are more focused towards their own task rather than concentrating on their goals and outcomes that they are expected to achieve. They are liked being told about their task, so that they can complete the task and say they have finished. They are more focused on accomplishing their task rather than achieving an outcome. Employees who are Not-engaged tend to feel their contributions are being ignored, and their potential is not being recognized. They often feel neglected because they don't have a healthy relationship with their managers or their co workers.
- Actively Disengaged Employee: "Actively Disengaged" employees are the "cave dwellers". They are consistently against virtually everything. They don't have the urge to work and are always unhappy at work. They always act out their unhappiness and find faults at every task that they have been assigned to and spread negativity at workplace. Actively disengaged workers undermine what their engaged co workers accomplish.
  An actively disengaged worker tends to create misunderstandings amongst the co-workers and cause damage to the organization by creating problems and tensions.

4. Reasons of High Employee Engagement

Some of the causes that motivate the employee's to be highly engaged are:
- Intellectually and emotionally bound with the organization
- Employees give their 100 percent to the organization
- Feels passionate about its goals and is committed to live by its values.
- Develop trust and integrity
- Provides career growth and opportunities
- Pride of the Company
- Develops harmonious relationships among co-workers and team leaders
- Encourages employee development
- Improves relationship with the managers
- Employee Rewards and Recognition
- Provides competitive pay benefits
- Creates a healthy work environment
- Brings clarity in communication
- Enhances effective leadership
- Provides autonomy to do the job

Employee engagement has become a fed in many companies, so we are about to discuss the degree to which it has been used in different countries and companies:

An employee engagement study was conducted in U.S. where it was found that [10]:

- 29% of employees were actively engaged in their jobs, reason- employees work with passion and are connected with their company. They help the organization in moving forward.
- 54% of employees were not engaged – employees were found to sleepwalk through their workday by putting time but not passion.
- 17% of employees were actively disengaged – the employees were projecting their unhappiness, irrespective of their engaged co-workers what they were trying to accomplish.

4.1. Towers Perrin Study in 2005

Towers Perrin, a global workforce company, which shows a survey that had involved about 85000 people who were working full-time for large and midsized firms, shows that:

- 14% of employees worldwide were highly engaged in their jobs
- 17% of the Canadians were reported to be highly engaged
- 62% of the employees were moderately at their best whereas
- 66% of the Canadian employees were moderately engaged.
- 24% were reported to be actively disengaged whereas corresponding to the Canadian employees
- 17% were actively disengaged.

Thus, according to this survey the employee engagement differs on a country-by-country basis, the percentage of highly engaged moderately engaged and actively disengaged employees varies at a larger scale. It was an indication that employee engagement has very little to do with macro-economic conditions, it is the unique elements of the work experience that have influenced engagement.

4.2. Towers Watson's Employee Engagement Report [11]

Towers Watson is a large professional service company and is considered as an expert on employee engagement. Their report consisted of 30,000 respondents in a range of industries across the world. The survey shows that 35 percent of respondents are "highly engaged," out of these respondents:

- 63 percent report that they understand the business goals.
- 79 percent report that the amount of work they have to do is reasonable.
- 74 percent report that their stress levels are manageable.
- 85 percent report that managers assign them tasks that are suitable to their skills.
- 84 percent report that their organization demonstrates honesty and integrity when conducting business.
- 81 percent report that their organization is highly regarded by the public.
- It has been found that 26 percent of respondents are "disengaged." out of these respondents:
- 45 percent of these respondents reported experiencing excessive pressures on the job.
- 39 percent of these respondents reported that during the last three years, they worked more hours than normal.

Result of the study: Both these reports show that engagement levels hover around the 30–40 percent mark worldwide. While disengagement levels are marginally lower: around 26 percent worldwide and 18 percent in North America. The statistics also back up the theory behind employee engagement. In the Towers Watson report, engaged employees report high levels of job satisfaction — they are satisfied with their work levels, they do not report feeling stressed or overloaded, they understand the organization's goals and are proud of the organization they work for and believe that it shows honesty and integrity.

Some of the very surprising and interesting findings from Towers Watson study are:-

- 41 percent of respondents reported that in order to advance in their careers they would need to leave their current employer.
- 38 percent of respondents reported that they experience excessive work-related pressures.
- Less than 50 percent of respondents reported that their senior leaders had a sincere interest in their employees.
- 64 percent agree that they understand how their job contributes to the organization's success.
- 88 percent of those who reported that they are highly engaged also reported that they understand how their job contributes to the organization's success.

These findings really highlight those employees who lack emotional, cognitive, and physical connection with their organization and report negative feelings toward their position and organization. It is almost a shocking figure that 41 percent of respondents indicated that to further their career they would need to leave their current employer and that less than 50 percent feel their leaders display sincere interest. These issues are at the root cause of employee disengagement and, for organizations, it is essential to ensure employees do not feel this way. Engaged employees must have a genuine emotional connection with the organization and a real commitment to an organization's goals.

4.3. Blessing White Survey
Blessing white is a global consulting firm which specializes in employee engagement and leadership development. A survey was done over 11,000 employees across various industries and it consisted of different geographical areas such as (North America, India, Australia, Europe, South East Asia and China) given below are the statistics of the Employee engagement Report (2011):

- Only 31% of respondents, worldwide, reported that they were engaged, In North America-33% where 18% of North Americans reported being disengaged.
- Age difference: In North America, 36% of baby boomers reported being engaged, while only 23% of Millennial/Generations Y employees reported being engaged.
- Function differences: Employee in certain functional areas is more likely to be engaged. For example, 38% of employees in sales role reported feeling engaged, as opposed to only 26% in research and development or information technology.

"Engaged employees stay for what they give (they like their work); disengaged employees stay for what they get (favorable job conditions, growth opportunities, job security)." -Blessing White's The State of Employee Engagement 2008.

5. Disengaged Employees[12]
Disengaged employees are typically those kinds of employees who were once high performers. But for some or the other reason, the employees have lost interest in their job or organization they work for. As, a result, their productivity decreases, their negativity increases and their poor attitude spreads like a virus throughout the office. In an economy, these employees typically find a new employer where they regain interest and their productivity spikes which means until they become disinterested six months later from the job duration.

The organization must fix the problem by implementing new policies and management practices at the workplace that ensures employees remain interested in their job. For other organizations they should fix the problem by identifying the employees quick, and eliminating them from the company regardless disengaged employees are a bitter bunch. Their large employee is either too incompetent or too disorganized to fix the problem.

Organizations have started treating employee engagement as a priority activity because of the adversities that are bought by low engaged employees as mentioned below:

- **The organization lose its top talent:** During economic hardship, investing in employee engagement is like repairing the roof before a big whirlwind hits it. So, if an employer neglects employee engagement, he will taste the whirlwind of a smart and top talented employee exodus as soon as there are signs of economy improvement.
- **Negative Impact on Organizational Success:** Looking into employee engagement as a strategy is not only essential for organizational success but vital for long-term organizational viability. So, if there is low employee engagement, it is likely to have a negative impact on organizational success.

5.1. Causes of Disengagement [13-15]
Some of the glitches that the employees face in the organizations are as follows:-

- Job expectation unmet- resulting from initial recruitment, Resulting from business change
- Inadequate resources
- Misuse of talent- Underutilization , Overutilization
- Poor individual appraisal/development
- Lack of advancement opportunities
- Lack of recognition
- Poor work/life balance
- Poor environment- office hostilities
- Poor line management-no drive or direction.
- Lack of trust and confidence in senior management
- Mismatch between job and person
- Few career development opportunities
- Role Ambiguity
- Letting too many slackers hang on for too long
- Bad behaviors by the boss
- Mismatch between the employees immutable laws and the organizations
- Failing to intervene quickly when a good employee shows the first sign of disengagement.

6. Comparison of Employee Engagement amongst Different Nations
To make sure about the end results of implementing employee engagement, the researcher has reviewed examples of certain companies that have been discussed below:

6.1. Employee Engagement in Indian Scenario

6.1.1. A Case study of TATA TELE Services Limited (TTSL) [16]

Tata Tele Services is one of the major players in the Indian services sector. This case study deals with the analysis of employee engagement strategies which are adopted by the organization on the basis of the widely accepted Ten C Model of employee engagement. The Ten C model consisted of connect, which states the reward and recognition (R&R) policy which aims to create a framework for recognizing and rewarding the contribution of individual's and teams, and inculcate a culture of openness and transparency. The second is the career which consists of the career progression policy and CAS (Career Advancement Scheme), Job Rotation policy and internal Job Postings. The third is clarity , followed by convey where the key Performance indicators of every employee that are aligned to any one or multiples of the key business levers, where profit maximization ,cost optimization and customer satisfaction and employee engagement it also congratulates, contributes ,controls and collaborates along with credibility and confidence . Its implications and new initiative according to the case study it clearly shows that the organization was able to meet most of the criteria of Ten C Model to a greater extend .It has an excellent reward and recognizition policy and a career progression policy which shows the connection parameters. It provides an edge to the employees to collaborate as well as increase the interaction between the superior and subordinates. Here in this case the company clarifies the roles of the employees by giving them a realistic job preview and conducting orientation programs and a strong induction program as a part of the performance management system. Team building activities were conducted and some of the recreational activities are bowling, skating; trips to cinemas once in a month were introduced. So with this we can see the effective use of Ten C Model in this case.

6.1.2. HCL Technologies (Employee first, customer second) [17]

 In the year 2000 to 2005 the compound annual growth rate (CAGR) of HCL Technologies was growing at 30%, but then the competitors were growing faster, and HCL was falling behind. Between 2005 and 2010, HCL's new CEO, Vineet Nayar, embarked on an all-out effort to transform the systems integrator into a high performing organization. It created a culture that attracted and retained creative employees. It developed its business by practicing radical transparency and increased the autonomy of individual development teams. It follows a traditional organizational pyramid on its head by making shared-service organization such as tech support and management accountable to frontline developers. Innovative ideas of employees in HCL also created a self – sustaining "can –do" culture. HCL also encourages employee's passion on an "EPIC" scale. One of the most appropriate ways for the HCL's employee engagement was to align the worker's passion with the company's goals. Its belief is that the workers feel passionate about their work when they know that management understands the importance of their roles respects them and makes it easier for them to achieve it. It measures and tracks the employees level of passion, with the help of EPIC (Employee passion indicative count) assessment. The top 5 EPIC indicators are; Welfare, collaboration, Management support, attitude and connectedness to colleagues where only attitudes is self rest all the indicators are social. The HCL tactics of employee engagements are to get the executives on boars with the program to make plans that can invert the organizational pyramid, to create a transparency through clarity also to focus on creating a result- oriented work environment.

6.1.3. Deloitte Touche Tohmatsu India Private Limited [18]

Deloitte's Human Capital Advisory Services (HCAS) team in India undertook a cross industry dipstick survey on Employee Engagement in Recessionary Times. The output of the survey is intended to provide insights into how organizations across are meeting their business and talent challenges with innovative practices. The survey polled 41 companies spread across 5 locations of Bangalore, Chennai, Delhi, Hyderabad and Mumbai. The survey found that allowing high potentials to handle critical projects or challenging business lines and work on new initiatives were the main ways of keeping such resources fully engaged. 61% of companies surveyed stated that their leaders would identify key developmental roles in the organization, and allow high potentials to handle such roles thereby enabling them to gain critical experiences through these roles. Some of these roles focus on handling critical projects or global operations, others innovation and still others running a P&L. 27% of companies said they kept their top performers engaged by actively involving them in new product development. Few companies reported engaging their high potentials by ensuring them access to cross functional experiences and by using global assignments as a training ground for developing global management capability. Companies also give such high-potential employees additional opportunities to interact with senior management.

6.1.4. TATA Consultancy Services [19]

Keeping employees happy and productive is a key objective for the company (TCS). And it seems to be succeeding handsomely. TCS has the lowest attrition rate in the sector, at 12.8 per cent, compared to 15.4 per cent for its nearest competitor, Infosys, which it pipped to the post in the BT-Indicus survey. That perhaps explains how nearly 70% of the Tata Company's total cost is incurred on personnel. TCS is projecting on hiring 60,000 employees. It made 43,600 campus offers between August and December 2011, the highest for the company in a single year. "They will start joining by the end of June. We have never deferred an offer," says Ajoyendra Mukherjee, the company's Vice President and Head, Global HR. TCS's health care benefits are the best in the industry, says Mukherjee. "One of our initiatives is called 'Mpower'. As part of this, we have people managers at our centres and they deal with issues that employees might have." Another initiative, 'Maitree', reaches beyond employees, to their families, bringing them together for a number of cultural events.

6.2. Employee Engagement in Japanese Scenario

6.2.1. Yamaha Motor Company [20]
The Yamaha Motor Group defines its relationship with employees as a business partnership, and the Company's role as providing an attractive workplace for autonomous individuals. They aim to create workplaces that maintain a diversity of working styles and a positive work-life balance by supporting career advancement plans based on mutual assumptions, providing programs for child and nursing care leave, etc. They are also expanding the options for employees so that they can work in ways that suit their individual circumstances.
Yamaha Motor Co., Ltd. set up a committee to discuss and share business challenges with top managements of Group companies and are currently pursuing aggressive initiatives to nurture personnel for positions with global responsibility in the worldwide Yamaha Motor Group, by promoting talented employees at overseas Group companies to the top management positions and accelerating overseas work experiences among Japanese employees, in line with the globally growing business. The first module of the "Global Executive Program (GEP)" was held in August 2012 as training for the next generation of Yamaha Motor Group executives. It will link the stages for Global Human Resources around the world.

6.2.2. Sony Corporation [21]
Sony believes in providing a myriad of programs to constantly inspire and motivate our employees. Besides the steep learning curve during on the job training, Sony emphasizes on skills training. A holistic review and plan is developed to see which areas the person needs training on. From the junior employee to the most senior, we believe there is no end to learning and there is always room to grow. Purpose of the ICP is to provide an opportunity for employees to develop their career through international working experience. The employees will work on a project on-site for a short term or for knowledge transfer purposes, typically more than a month but less than 12 months. This exposes them to other working cultures and styles, preparing them for a dynamic role in this global environment. No doubt you will grow tremendously at Sony both personally and professionally, but there will always be guidance along the way from senior management to help you thrive and develop to your fullest potential. An initiative to recognize and honor the organization's greatest asset: the 'people' who have gone beyond the job expectations, done little acts and kind gestures to contribute to a better working environment in Sony. I-Career is a portal designed to provide an avenue for Sony employees to register their desire to move into an alternative job function or role within the company.

6.2.3. Toyota Motor Corporation [22]
At Toyota, rewards are based on team performance as tied to the successes or failures of the corporation as a whole. This compensation structure encourages team-mates to bond and become one another's "friend at work who I share new ideas with," as in the Gallup engagement study. When U.S. authorities announced earlier this year no electrical defects were found in Toyotas reported to have accelerated uncontrollably, CEO Akiyo Toyoda celebrated his company's culture of honest and service in a voice "shaking a little with emotion." When leaders show genuine pride in their culture, particularly when it faces adversity, that pride trickles down to workers in service centers and on shop floors. Toyota has not been entirely without quality issues throughout its tenure in the auto industry, but the company has consistently addressed the issues that do arise and bounced back from rough patches with a product its employees want to drive. When Toyota employees report an opportunity for efficiency through a relatively minor change, the change is made almost immediately. Look for opportunities to say "Yes, of course, do it!" when an employee asks if something can be altered.

6.3. Employee Engagement in China at Huawei Technologies Co. Ltd. [23]
The management in Huawei is very dynamic and is dedicated to the employees and it acts as a foundation stone for the company. It not only emphasizes on employee work productivity but also increases the employee happiness by engaging the employees in any tasks which are most pleasing to them. Work discrimination is avoided and each and every employee is treated as an asset and equal in the eyes of management. The company also ensures that if an employee is in need of any support from the management they are there to fulfill it. The employees do not feel monotonous in their work so they celebrate certain occasions such as International Women's Day, Christmas Day, Autumn Festival, New Years Day etc. also they conduct various types of competitions so that the employees can show their talent and exhibit their confidence in their own way the various competitions are painting, dancing, photography etc. they also organize company lunches as well as team lunches along with picnics with the employees so that they do not find themselves away from the company. They prove to be a safety umbrella for the employees protecting from every rain of pain. They focus mainly on two aspects for the employees: employee career development and employee capability development. This has proved the Huawei has been an excellent company in terms of employee engagement.

6.4. Employee Engagement in Asia Pacific Region [24]
Companies in the Asia Pacific region saw engagement rise to 64 percent on average, an increase over 63 percent in 2012. But, at a country level, results were variable. Engagement in India reversed a 2012 decline, with a five point increase to 73 percent. Australia (66 percent) also fared positively with a three percentage point gain, with engagement now on par with the global average. Japan also evidenced a three point rise in engagement over the last twelve months to 62 percent. Elsewhere in Asia, the picture was less favorable. Employee engagement in Singapore is unchanged at 62 percent, while engagement in Hong Kong has remained stuck at 61 percent for the last three years. Within China, engagement levels fell one percentage point and are now similarly at 61 percent. Perhaps due to the opportunities a competitive labour market has created for skilled employees, fully 57% of employees in China plan to leave their current organizations in the next five years.

7. Five Ways to Improve Employee Engagement [25]

From the previous discussions it has been viewed that engaged employees are crucial for any firm's success. Not engaged employees and Actively Disengaged employees, if present, can bring adversities to the organization. Therefore, it is really important for top management and the leaders of the organization to plan strategies for improving employee engagement. Five important ways to improve employee engagement are being discussed below:

- **Right employment survey:** Right employment survey will only be done when the data is accurate. The survey data should be specific, relevant and actionable for any employee in the organization. Data should be a proof to influence key performance metric.
- **Engagement focus on the local and organizational level:** The most beneficial factor for the company is to get benefit from engagement initiatives when leaders weave employee engagement into performance expectations for managers and enable them to execute those expectations.
- **Selection of the appropriate manager:** Good managers enjoy employee's achievements and want their employee to grow. But it is not in case of every manager. A good manager will empower his employees, recognize and value their contributions and actively seek their ideas and opinions. Organization should treat the manager's role as unique with distinct functional demands that require a specific talent set.
- **Making the managers accountable and also coaching them:** It should be company's responsibility to coach managers and to take an active role in building engagement plans with their employees, they hold manager's accountable to track their performance and ensure that they continuously focus on emotional engaging their employees.
- **Make engagement goals realistic:** Leaders can play a major role in bringing engagement to life and make the goals meaningful to employees for their day-to-day experiences. A good manager should discuss employee engagement at weekly meetings, in action planning sessions etc.

Employee Engagement can be measured easily through employee survey but this does not help in identifying the areas for improvement within the organization. To manage employee engagement, it is very important to identify what drives engagement. Some of the points for key drivers of engagement are:

- **Creating positive perceptions among employees towards their job** -An employee's attitude toward the job's importance and the company had the greatest impact on loyalty and customer service than all other employee factors combined.
- **Clarifying employees about their job expectations** -If expectations are not clear and basic materials and equipment are not provided, negative emotions such as boredom or resentment may result, and the employee may then become focused on surviving more than thinking about how he can help the organization succeed.
- **Counseling employees about various career advancement/improvement opportunities** - Supervisors and managers indicated that many organizational improvements were being made outside the suggestion system, where employees initiated changes in order to reap the bonuses generated by the subsequent cost savings.
- **Having a system of frequent feedbacks and open dialogues with superiors** -Feedback is the key to giving employees a sense of where they're going, but many organizations are remarkably bad at giving it.
- **Promoting the quality of working relationships of employees with their peers, superiors, and subordinates** - If employees' relationship with their managers is fractured, then no amount of perks will persuade the employees to perform at top levels. Employee engagement is a direct reflection of how employees feel about their relationship with the boss.
- **Creating positive perceptions about the ethics and values of the organization** -Inspiration and value's is the most important of the six drivers in our Engaged Performance model. Inspirational leadership is the ultimate perk. In its absence, is unlikely to engage employees.
- **Promoting effective internal employee communication** - which convey a clear description of "what's going on"
- **Providing rewards to engage employees-** Look at employee benefits and acknowledge the role of incentives. An incentive to reward good work is a tried and test way of boosting staff morale and enhancing engagement.

8. Conclusion

From the above discussion we can conclude by stating that Employee engagement is an outcome of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by the organization and is enthusiastic about his/her work and therefore, takes positive action to enhance the organization's reputation and interests. It has been observed that engaged organizations have strong and authentic values, with clear evidence of trust, co-operation, openness and fairness based on mutual respect, where two way promises and commitments – between employers and employees – are identified, understood, and are fulfilled. Employee engagement also creates emotional connection between an employee and their organization. An organization with 'high' employee engagement might therefore be expected to outperform those with 'low' employee engagement. Finally in the words of Anne M. Mulcahy, **"**Employees who believe that management is concerned about them as a whole person – not just an employee – are more productive, more satisfied, more fulfilled. Satisfied employees mean satisfied customers, which leads to profitability."

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