

**EMPLOYEE ENGAGEMENT - A STRATEGIC APPROACH
INITIATED FOR EMPLOYEE RETENTION -A CASE OF SRI
VINAYAKA PAPER AND BOARDS COMPANY LIMITED,
HYDERABAD**

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ABSTRACT

The concept of 'Employee Engagement' is rapidly gaining popularity and use in the workplace.. Engagement may be a global construct as it appears to be a combination of job satisfaction, organizational commitment and intention to stay. Indeed, some argue that engagement is a multidimensional construct, in that employees could be emotionally, cognitively or physically engaged. The research on Employee engagement was qualitative and quantitative in nature. Analysis was done on the results and correlation done to the propositions and the literature. The findings identified employee engagement strategy, the culture of engagement, leadership and management, talent mindset, communication and knowledge, sharing and organizations' reputation and branding as prominent factors in business.

Key words: employee engagement, work place, competencies, organization, satisfaction

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INTRODUCTION

Employee Engagement is the extent to which employees think, feel, and act in ways that represent high levels of commitment to their organization. Engaged employees are motivated to contribute 100% of their knowledge, skills, and abilities to help their organization succeed. They care deeply about their company, want to contribute to its success, and regularly have peak experiences at work.

Employee engagement is a route to business success. An engaged workplace encourages commitment, energy and productivity from all those involved to help improve business performance.

Objectives of the Study

Primary Objective

1. To find out the level of employee engagement

Secondary Objectives

1. To find out the relationship between employee engagement and Productivity.
2. To analyze the relationship between employee engagement and organization.
3. To find out whether increase in employee engagement has an impact on employee satisfaction and employee retention.

Need for the Study

Employee engagement drives the employee toward cognitive & emotional commitment to the organization.

- Engaged employee understands what the Company is trying to achieve & helps it make happen, helps in retaining employee in turn reduce employee turnover

Research Design

Sample design: A sample size of 50 respondents was chosen out of 223 employees at **Sri Vinayaka Paper and Boards Company Limited** in Hyderabad, Andhra Pradesh. The sampling technique used is proportionate sampling technique. the samples has drawn randomly from the population.

Sources of Data

Primary data Questionnaire was administered to the following departments: HR, Marketing, Accounts, and Sales and Distribution.

Secondary data: The theoretical foundation of the study is based on various secondary sources such as HR policy manual, literature review, and books on Employee Engagement.

Questionnaire: the questionnaire was designed on a five point likert scale. the general forms of question are dichotomous (yes/ no), multiple choice, and open ended questions.

Statistical analysis: Simple percentages and proportionate has drawn for the data collected from the questionnaire and the Chi- Square analysis.

REVIEW OF LITERATURE

According to Obenzinger (2002), a literature review provides a meaningful context of a project within the universe of research that already exists. A literature review sets the basis for any discussion or analysis or contemplation of implications or anticipation of future research. In essence, a literature review presents the justification, the *raison d'etre* for a research topic.

'Employee Engagement' provides a review of current research on this important and timely topic. When workers feel mentally and emotionally connected to their jobs, they are willing to apply discretionary effort to help their company succeed. **Engaged (high contribution, high satisfaction):**

The best possible employees, the ones every employer wants. They are dedicated to their role, less likely to leave the company, more productive, give better customer service and in turn create greater profit in private sector organizations (Gallup, 2005). They are the builders in an organization, driving innovation and moving the company forward. They take pride in their work and will put in extra time to get a task completed to a good standard, not for financial gain but out of a personal sense of commitment- known as discretionary effort (Frank et al, 2004).

Almost engaged (medium to high contribution and satisfaction):

The "Almost engaged" employees are among the high performers and are reasonably satisfied with their job. They may not have consistent "great days at work",

but they know what those days look like. Organizations should invest them for two reasons: they are highly employable and more

likely to be lured to greener pastures; they have the shortest distance to travel to reach full engagement, promising the biggest payoff.

Crash & Burners (medium to high contribution, but low satisfaction):

Disillusioned and potentially exhausted, these employees are top producers who aren't achieving their personal definition of success and satisfaction. They can be bitterly vocal that senior leaders are making bad decisions or that colleagues are not pulling their weight. If left alone, they are likely to slip down the contribution scale to become Disengaged, often bringing down those around them. They may leave, but they are more likely to take a breather and work less hard.

Kahn (1990) suggested that for psychological engagement and organizational behaviours, the two major dimensions are emotional and cognitive engagement. To be emotionally engaged is to form meaningful connections to others and to experience empathy and concern for others feelings. In contrast, being cognitively engaged refers to those who are acutely aware of their mission and role in the work environment. According to Kahn (1990,1992) employees can be engaged on one dimension and not the other. However, the more engaged an employee is on each dimension, the higher his or her overall personal engagement.

Right Management (2006) defines true engagement as every person in the organization understanding and being committed to the success of the business strategy, and that this goes beyond more than just simple job satisfaction and incorporates aspects of commitment, pride and advocacy about the organization's products and brand. Whilst the onus is on the organization to manage communication effectively to involve employees and align them with the organization, this clearly requires input and feedback from employees as well to make the process work.

Fitzenz 1990) identified .key factors, which ought to be managed congruently: such as organizational culture, strategy, pay and benefits philosophy, and career development systems The above mentioned definitions explain many situations in our contemporary life while many employees are no longer having the sense of organization loyalty once they leaved. Increasing numbers of organization mergers and acquisitions have left

employees feeling displeased from the companies that they work and haunted by concerns of overall job security.

Data analysis and interpretation

The analysis helps to make suggestions on the factors influencing participation of employees.

SOCIO ECONOMIC FACTORS AND LEVELS OF ENGAGEMENT ANALYSIS

Table

Age wise Distribution

Opinion	Number of respondents	Response (%)
21-30	8	16
31-40	17	34
41-50	10	20
Above 50	15	30
Total	50	100

Inference:

As can be seen from the above table 16% of the respondents belong to the age group of 20-30year, 34% of the respondents belong to the 31-40year, 20% of the respondents belong to the age group of 41-50year and 30% of the respondents belong to above 50year age group

Table

Department wise distribution

Opinion	Number of respondents	Response (%)
Purchasing	10	20
HR	5	10
Production	12	24
Sales & Marketing	14	28
Accounts	9	18

Total	50	100
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Inference:

As can be observed from the above table 20% of the respondents are from the purchasing department, 10% respondents are from the HR department, 24% of respondents are from the production department, 28% respondents are from the sales and marketing department, and remaining 18% respondents are from the Account department.

Table

Designation wise distribution

Opinion	Number of respondents	Response (%)
Grade I	8	16
Grade II	15	30
Grade III	10	20
Grade IV	8	16
Grade V	9	18
Total	50	100

Inference:

From the above table 16% of the respondents are coming under level Grade I, 30% respondents are from the level Grade II, 20% of the respondents are from the level Grade III, 16% of the respondents are from the level Grade IV, and 18% of the respondents are the level Grade V.

ExperienceTable

Experience wise distribution

Opinion	Number of respondents	Response (%)
0-5 years	15	30
6-10years	10	20
11-15 years	13	26

Above 15years	12	24
Total	50	100

Inference:

As can be seen from the table 5.4, 30% of the respondents are coming under level of 0-5years experience, 20% of the respondents are coming under level of 6-10years experience, 26% of the respondents coming under level of 11-15years experience and 24% of the respondents are above 15years experience

Table

Gender wise distribution

Opinio n	Number of respondents	Response (%)
Male	32	64
Female	18	36
Total	50	100

Inference:

From the above analysis, 64% of the respondents are Male and 36% of the respondents are Female.

Age and Level of Engagement

H0: Level of engagement and age are independent

H1: Level of engagement and age are dependent

Table

Ages versus Level of Engagement

Level of engagement/a ge	21- 30	31- 40	41- 50	Above 50	To tal	Percentag e (%)
The engaged	1	6	19	14	30	60
Almost engaged	3	5	0	1	9	18

Hamsters	2	4	1	0	7	14
Crash & Burners	2	2	0	0	4	8
Total	8	17	20	15	50	100

Degrees of freedom is calculated as 9

Significance level is at 5%

Calculated Chi-Square value is 23.14

Table value is 16.92

Inference:

From the above analysis the Calculated value is (23.14) is greater than the Table value (16.92). Hence, H0 is rejected and is concluded that level of engagement and age are dependent in the organization.

Department and level of engagement

H0: Level of engagement Department and are independent

H1: Level of engagement and Department are dependent

Table
Department and Level of Engagement

Level/ department	Purchasing	HR	Production	Sales and Marketing	Accounts	Total	Percentage (%)
The engaged	6	1	6	10	5	28	56
Almost engaged	2	2	3	3	2	12	24
Hamsters	2	1	2	1	1	7	14

Crash and Burners	0	1	1	0	1	3	6
Total	10	5	12	14	9	50	100

Degrees of freedom is calculated as 12

Significance level is at 5%

Calculated Chi Square value is 12.44

Table Value is 21.026

Inference:

The analysis concluded that the Table value is greater than the Calculated value. Hence, it accepts the H0 and the level of engagement and department are independent

Designation and Level of Engagement

H0: Level of engagement Designation and are independent

H1: Level of engagement and Designation are dependent

Table

Designation versus Level of Engagement

Level/ designation	Gra de I	Gra de II	Gra de III	Gra de IV	Gra de V	Tot al	Percent age(%)
The engaged	2	5	4	6	8	25	50
Almost engaged	3	5	4	1	1	14	28
Hamsters	1	3	3	1	0	8	16
Crash and Burners	2	2	0	0	0	4	8
Total	8	15	10	8	9	50	100

Degrees of Freedom is calculated as 12

Significance at the level 5%

Calculated Chi Square value is 21.43

Table value is 21.026

Inference:

The Calculated value is greater than the Table value. Hence, H₀ is rejected and is concluded that the Level of engagement and Designation are dependent.

Experience and Level of Engagement

H₀: Level of Engagement and Experience are independent

H₁: Level of Engagement and Experience are dependent

Table

Experience versus Level of Engagement

Level of Engagement/ Experience	0-5 years	6- 10 years	11- 15	Above 15 years	Total	Percentage(%)
The engaged	7	6	10	12	35	70
Almost engaged	4	2	2	0	8	16
Hamsters	4	1	1	0	6	12
Crash and Burners	0	1	0	0	1	2
Total	15	10	13	12	50	100

Degrees of Freedom calculated as 9

Significance at the level 5%

Calculated Chi Square value is 18.77

Table value is 23.1

Inference:

The Table value (23.14) is greater than the calculated value (18.77). Hence, it accepts H₀ and is concluded that the Level of Engagement and Experience are independent.

Gender and Level of Engagement

H₀: Level of Engagement and Gender are independent

H₁: Level of Engagement and Gender are dependent

Table

Gender and Level of Engagement

Level of engagement/gender	Male	Female	Total	Percentage(%)
The engaged	26	6	32	64
Almost engaged	3	4	7	14
Hamsters	2	4	6	12
Crash and Burners	1	4	5	10
Total	32	18	50	100

Degrees of Freedom calculated as 3

Significance at the level 5%

Calculated Chi Square value is 11.405

Table value is 7.815

Inference:

From the above conclusions the calculated value (11.405) is greater than the Table value (7.815). Hence, H₀ is rejected and Level of Engagement and Gender are dependent.

Table

Responses review of Expectations in the Organization

Opinion	Number of respondents	Response (%)
Yes	49	99
No	1	1
Total	50	100

Interpretation:

99% of the employees are said yes when they are asked about what is expected from them in the organization.

Inference:

The above conclusions stated that majority of the people agreed what is expected from them at work.

Table

Responses on receive the information and communication that needed

Opinion	Number of respondents	Response (%)
Highly agree	0	0

Agree	48	96
Neither agree nor disagree	2	4
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

From the above analysis 96% of the employees have agreed that they are receiving information and communication that they need to do and 4% of the employees opted for Neither or nor.

Inference:

The results concluded that majority of the employees agreed that they are receiving information and communication they need at work.

Table
Responses on receiving rewards

Opinion	Number of respondents	Response (%)
Yes	2	4
No	48	96
Total	50	100

Interpretation:

96% of the respondents are said that they are not receiving the rewards while 4% of the employees agreed.

Inference:

The information concluded that majority of the employees are not receiving any rewards.

Table
Responses on utilizing of self-strengths of the employees

Opinion	Number of respondents	Response (%)
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Highly agree	5	10
Agree	45	90
Neither agree nor disagree	0	0
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

From the above analysis 90% of the employees are agree that they are utilizing themselves and their potential as a whole to the organization, while 10% employees are highly agree.

Inference:

The results stated that majority of the employees are agreed that they are utilizing themselves to the organization.

Table :

Respondents review on organization's recognize on participation and views

Opinion	Number of respondents	Response (%)
Highly agree	0	0
Agree	49	98
Neither agree nor disagree	1	2
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

From the above results 98% of the respondents are agree that the organization recognize their participation and views while 2% of the respondents stated neither agree nor disagree.

Inference:

Majority of the respondents opted for that the organization recognizes their participation and views.

Table

Respondents review on recognition by the organization

Opinion	Number of respondents	Response (%)
Highly satisfied	1	2
Satisfied	47	94
Neither satisfied nor dissatisfied	2	4
Dissatisfied	0	0
Highly dissatisfied	0	0
Total	50	100

Interpretation

2% of the respondents are highly satisfied suggestion about the recognition given by the management, while 94% of the respondents Satisfied, and 4% of the respondents neither satisfied nor dissatisfied.

Inference:

Majority of the employees responded positively for this statement of recognition given by the management.

Table

Respondents review on the opportunities to do the work best

Opinion	Number of respondents	Response (%)
Almost always true	0	0
Mostly true	48	96
Sometimes true	2	4
Rarely true	0	0
Not at all true	0	0
Total	50	100

Interpretation:

96% of the employees opted for mostly true for the statement of opportunities to do the work best, 4% of the respondents said sometimes true.

Inference:

Majority of the respondents responded positively for the statement of opportunities to do the work best in the organization.

Table

Respondents review on the opportunities at work to learn and grow

Opinion	Number of respondents	Response (%)
Highly agree	4	8
Agree	44	88
Neither agree nor disagree	2	4
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

88% of the employees are agree for that they have opportunities at work to learn and grow, while 8% of the employees highly agree, and 4% of the employees opted for neither agree nor disagree.

Inference:

From the above conclusions most of the employees are agree that they have opportunities at work to learn and grow.

Table

Responses review on the chances to improve the skills and knowledge required

Opinion	Number of respondents	Response (%)
Highly agree	3	6
Agree	45	90
Neither agree nor disagree	2	4
Disagree	0	0

Highly disagree	0	0
Total	50	100

Interpretation:

In the organization 90% of the respondents agree that frequent chance has been given to improving skills and job knowledge, and 6% of the respondents highly agree, while 4% of the respondents neither agree nor disagree with this statement.

Inference:

Most of the employees are satisfied with the chances have been given to improving skills and job knowledge at work in the organization.

Table

Respondents Review on Employees Responsibility at Work

Opinion	Number of respondents	Response (%)
Highly agree	1	2
Agree	49	98
Neither agree nor disagree	0	0
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

From the above results 98% of the respondents agree that they are satisfied with their responsibility at work in the organization, where as 2% of the employees highly agree.

Inference:

Majority of the respondents said that they are satisfied with their responsibility at work in the organization.

Table

Respondents Responses on Executing Ideas at Work

Opinion	Number of respondents	Response (%)
Yes	49	98
No	1	2

Total	50	100
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Interpretation:

The above conclusions are revealing that 98% of the respondents said yes that they get proper field to execute your ideas at work in the organization, while 2% of the respondents said no.

Inference:

Most of the employees in the organization agreed that they have proper field to execute their ideas.

Table

Responses Review on the Cooperative Environment at Work

Opinion	Number of respondents	Response (%)
Yes	50	100
No	0	0
Total	50	100

Interpretation:

It can be observed from the results that 100% of the respondents are agreed that the coworkers are pleasant and cooperative at work.

Table

Respondents Review on Satisfied With the Level of Trust on their Team in the Organization

Opinion	Number of respondents	Response (%)
Highly satisfied	4	8
Satisfied	45	90
Neither satisfied nor dissatisfied	1	2
Dissatisfied	0	0
Highly dissatisfied	0	0

Total	50	100
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Interpretation:

90% of the respondents satisfied with the level of trust on their team in the organization, while 8% of the respondents highly satisfied, and 2% of the respondents neither satisfied nor dissatisfied.

Inference:

The above results stated that most of the employees are satisfied with the level of trust on their team in the organization.

Table

Respondents review on organization considers all employees equally

Opinion	Number of respondents	Response (%)
Highly agree	0	0
Agree	47	94
Neither agree nor disagree	2	4
Disagree	1	2
Highly disagree	0	0
Total	50	100

Interpretation:

As can be observed in the above table, 94% of the respondents agree that the organization considers all employees equally, while 4% of the respondents neither agree nor disagree, and 2% of the respondents highly agree for the statement of organization considers all employees equally

Inference:

As stated in the above table majority of the employees agreed that the organization considers all employees equally.

Table

Respondents review on comfortable at work place

Opinion	Number of	Response (%)
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	respondents	
Highly agree	2	4
Agree	48	96
Neither agree nor disagree	0	0
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

The above results revealed, 96% of the employees agree that they feel comfortable at work place, while 4% of the employees are highly agree.

Inference:

The results from the analysis stated that most of the employees agree that they feel comfortable at work place.

Table

Respondents review on providing of feedback

Opinion	Number of respondents	Response (%)
Highly agree	3	6
Agree	46	92
Neither agree nor disagree	1	2
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

The analysis is revealed out, 92% of the employees are agree that the superior provides them with feedback and guidance, while 6% of the respondents agreed on this statement, and 2% neither agree nor disagree.

Inference:

In the organization most of the employees agreed that the superior provides them with feedback and guidance.

Table

Respondents review on motivation in the organization

Opinion	Number of respondents	Response (%)
Highly agree	0	0
Agree	49	98
Neither agree nor disagree	1	2
Disagree	0	0
Highly disagree	0	0
Total	50	100

Interpretation:

The analysis is revealed out that 98% of the employees are agree that they get motivated by the organization at work, while 2% of the employees neither agree nor disagree with this statement.

Inference:

Most of the employees agree that they get motivated by the organization at work.

Table

Respondents review on conducting stress relief programs by the organization

Opinion	Number of respondents	Response (%)
Yes	0	0
No	50	100
Total	50	100

Interpretation:

By the above analysis it is concluded that the organization do not conduct any stress relief programs.

Table

Respondents opinion about satisfaction on the present job

Opinion	Number of respondents	Response (%)
Highly satisfied	0	0
Satisfied	48	96
Neither satisfied nor dissatisfied	2	4
Dissatisfied	0	0
Highly dissatisfied	0	0
Total	50	100

Interpretation:

The analysis reported that 96% of the respondents satisfied on the statement of satisfaction on the present job, while 4% of the respondents neither satisfied nor dissatisfied.

Inference:

Most of the employees are satisfied on the present job in the organization.

Table

Respondents review on the suggestion to develop the employees relationship

Opinion	Number of respondents	Response (%)
Response	0	0
No response	50	100
Total	50	100

Interpretation:

The analysis reported that no employee is interested in suggest any suggestions to develop the employees relationship with the job and the organization.

KEY FINDINGS**Socio Economic Factors****Age**

▲ The age distribution table revealed out that most of the employees are comes under the age group of 31-40.

▲ From the results of Chi Square test it can be observed that there is a significant relation between the age and the level of engagement.

Department

▲ The department distribution table resulted that the most of the employees comes under the department of Sales & Marketing.

▲ The Chi Square test resulted that there is no significant relationship between the department and the level of engagement.

Designation

▲ The distribution table revealed out that the most of the respondents are belongs to designation level of Grade II.

▲ The result of Chi square test has shown that there is a significant relationship between designation and the level of engagement.

Experience

▲ The percentage table stated that most of the employees are coming under the 0-5 years of experience level.

▲ The result of Chi Square test revealed out that there is no relationship between experience and level of engagement

Gender

▲ From the gender distribution table it can be observed that most of the employees are belong to male group.

▲ The Chi Square test results found out that there is a significant relationship between gender and the level of engagement.

Research Findings

✚ 99% of the employees said yes when they are questioned what is expected from them at work. Only 1% of the employees said no.

✚ 94% of the employees agree that they have materials and equipment to do work efficiently, while 4% of the employees are highly agree and 2% of the employees neither agree nor disagree.

✚ 96% of the employees agree that they are receiving information and communication that they need to do work efficiently and 4% of the employees opted for neither agree nor disagree.

✚ 96% of the respondents are said that they are not receiving the rewards while 4% of the employees agree.

✚ 90% of the employees agree that they are utilizing themselves and their potential as a whole to the organization, while 10% employees are highly agree.

✚ 98% of the respondents agree that the organization recognize their participation and views while 2% of the respondents stated neither agree nor disagree.

✚ 40% of the respondents have post graduation as their qualification, 30% of the respondents have Diploma as their qualification, and the remaining 30% of the respondents have done degree.

✚ 96% of the employees opted for mostly true for the statement of opportunities to do the work best, 4% of the respondents said sometimes true.

✚ 88% of the employees are agree for that they have opportunities at work to learn and grow, while 8% of the employees highly agree, and 4% of the employees opted for neither agree nor disagree.

✚ 90% of the respondents agree that frequent chance has been given to improving skills and job knowledge, and 6% of the respondents highly agree, while 4% of the respondents neither agree nor disagree with this statement.

✚ 98% of the respondents agree that they are satisfied with their responsibility at work in the organization, where as 2% of the employees highly agree.

✚ 98% of the respondents said yes that they get proper field to execute your ideas at work in the organization, while 2% of the respondents said no.

✚ 100% of the respondents are agreed that the coworkers are pleasant and cooperative at work.

✚ 90% of the respondents satisfied with the level of trust on their team in the organization, while 8% of the respondents highly satisfied, and 2% of the respondents neither satisfied nor dissatisfied.

- + 94% of the respondents agree that the organization considers all employees equally, while 4% of the respondents neither agree nor disagree, and 2% of the respondents highly agree
- + 92% of the employees are agree that the superior provides them with feedback and guidance, while 6% of the respondents agreed on this statement, and 2% neither agree nor disagree.
- + 98% of the employees are agree that they get motivated by the organization at work, while 2% of the employees neither agree nor disagree
- + 100 % of the employees said no that the organization do not conduct any stress relief programs.
- + 96% of the respondents satisfied on the statement of satisfaction on the present job, while 4% of the respondents neither satisfied nor dissatisfied.
- + No employee is interested in suggest any suggestions to develop the employees relationship with the job and the organization.

CONCLUSIONS

The above observations and the analysis concluded that the employees in **Sri Vinayaka Paper and Boards Limited** are highly engaged with their work and are dedicated to achieve the new goals in the organization. And the organization must be motivated the employees by organizing social welfare activities, make employees feel valued, and rewarding the employees etc.

Also it is concluded that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor.

Recommendations

This review suggests that employee engagement is a meaningful construct that is clearly worthy of future research. One area in need of investigation is the predictors of engagement.

At **Sri Vinayaka Paper and Boards Limited**, following recommendations to improve the level of Employee Engagement - A Strategic Approach Initiated For Employee Retention are:

- ✚ Recognize the importance and getting employees to buy into the company's vision, mission and values so that their efforts can align towards the vision mission and values.
- ✚ Ensure an understanding of the need to implement appropriate measurement tools and benchmarks.
- ✚ Conduct the stress relief programmes in the organization.
- ✚ Harness talent mindset, development, reward and recognition based on line of sight as well as work/home life balance is critical.
- ✚ Embrace the mindset of getting every employee's cognitive, affective and behavioural commitment at the workplace through inspired leadership that also "walks the talk", in order to create an exciting culture.
- ✚ Employees should motivated by the organization to put in effort above and beyond the call of duty.
- ✚ The organization inspires the best work from employees.
- ✚ Research on emotions and wellbeing points to a link between positive feelings at work and levels of engagement.
- ✚ Personal development programmes must be conducted.
- ✚ Implement Suggestion Schemes along with the reward framework.
- ✚ Show concern for employees' health and well being. Make them feel valued to the organization.

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