CHAPTER - 3
REVIEW OF LITERATURE

A brief resume on the review of the work already done on the related aspects of the subject is being assessed here after having given an introduction to the employee engagement & employee retention in the previous chapter.

Verma and Roa (1989) have discussed the methods of development of human resources, employee potential and engagement for organizational growth and development. It involves the performance appraisal, potential development, engagement, performance analysis, performance feedback, career development and intervention. They further described that knowledge, interest motives and values of the employees are dominant factors which play a key role in engagement and satisfaction of employee within the organization for a longer period of time.

Kahn (1990) has reported that the ideas of each and every employee differs from each other and every employee should be given freedom to express their views and thought. This kind of activity enhances the morale of employees, hence the employees are engaged towards their work and increases the productivity of the organization. He further described that lack of connection with the organization, emotional absence, passive and incomplete role causes disengagement among the workers.

Bradley E. Wright (Oct 2001) suggested that the employees of public sector who had weak perception of relationship between performance and reward, which leads to procedural constraints and goal ambiguity. This is revised model of work motivation; it may also identify specific leverage points that can increase work motivation and therefore productivity in public sector.

Harter, Schmidt & Hayes (2002) suggested meta-analysis to examine the relationship at business-unit-level between employee satisfaction, engagement and the business-unit outcome of customer satisfaction, productivity, profit, employee turnover and accident.
Ramlall S. (2003) studies showed that location of the company and its compensation and lack of challenge and opportunity were the most common factors in contemplating leaving the organization. In addition the study sought to describe the importance of retaining critical employees and developing strategies to enhance employee retention.

Perrin (2003) opines that employee engagement is a never ending process that enriches work experience. The pays and benefits which are provided to the employee are not about making them happy but for attracting and retaining the talented employee. The fundamental elements which are required for engagement of the employee are strong leadership, accountability, autonomy, ability to control the business environment and opportunity for development. There is no substitute element. Emotional factors are related with the employees get from the organization where they are working.

Lochhead and Stephens (2004) suggested that communication is very important for retention and engagement of the employee. Without proper communication, employee, employee retention is far away from complete. Open, responsive, two way communication and employee participation in decision making play vital role in retention of good employees.

Aswathappa (2006) has made an attempt to explain various sections of human resources. These sections are nature of human resources, employee hiring, employee and executive remuneration, employee engagement and motivation, employee retention and their relationship with other employees within the organization and employer also. Human resources development is also important for engaging the employee because it provides learning experience so that they become capable of moving towards new direction. He further mentioned that engagement is a way through which employee working together are helped and motivated to achieve and develop their technical, managerial and behavioral knowledge, skill and ability in achieving the organizational goals and objective.

Saks (2006) suggested that employee engagement could be a strong factor for organizational performance and success, as it seems to have a significant potential to affect employee retention, their loyalty and productivity, customer satisfaction, organizational reputation and overall stakeholder value. Employee who are provided
with adequate development are more likely to be engaged in their job role and organization roles and would repay with greater organizational engagement

**Garber (2007)** has aptly said that engagement is just like muscle that continuously requires exercise to grow and develop. Engaging the employees will keep them motivated and skilled in their work. If the organizations do not make their employees among the employees, human resources managers should create positive relationship among the employees and clear, honest and reliable communication within organization.

**Nancy R. Lockwood (2007)** suggested the study which determines the level of employee engagement which is based on their productivity and stays or move to the competition. Engagement is based on organizational strategy and goal, acknowledgement to their work done, culture of learning and development. Adverse environment leads to low employee engagement, low retention, high turnover, low efficiency which will decrease customer loyalty and value of shareholders. It focuses on the role of H.R. in enhancing the level of employee engagement.

**Dr. Mervyl Mc Pherson (March 2007)** suggested the study based on building an organisational culture which supports work-life balance. He said that it is a long-term process for large organisation. It involves changing the way the people think and talk about their work and about work-life balance so that using flexible working option and other work-life initiatives becomes accepted and normal for everyone regardless of their gender, seniority within the organisation or personal commitments.

**Dicke, Holwerda and Kotakos (2007)** suggested that employee engagement is a way through which an organisation increases commitment and efficiency of its employees to achieve the organisational goals and objectives. Engagement affects the organisation at micro and macro level from different direction. In order to achieve favourable results, a manager must know about the strength and weakness related with the organisation and must take remedial measures to minimize the weakness that is prevailing within the organisation.

**Scottish Executive Social Research (May 2007)** suggested that increasing employee engagement is highly dependent on leadership and establishing two-way
communication where people’s work and views are valued. There are thus ways in which any organization can work towards better employee engagement without incurring high cost. It suggested that good H.R. practices and fringe benefits have positive impact on the engagement. So each and every organization should work on it.

Mary Lynn Berry and Michael L. Morris (2008) examined a proposed relationship between the antecedent, employee engagement factors and the outcome variable, turnover intent, mediated by job satisfaction. The study of the relationship helps to fill gap in the literature as employee engagement is a fairly new term and has not been linked to both job satisfaction and turnover. Kahn’s Personal Engagement Theory, Equity Theory and Herzberg’s Two-factor Theory of Job satisfaction were used. Its importance to Human Resources Development was emphasized.

Donna Dickson (2008) examined the efforts made by hospitality industry managers to engage their employees were likely to result in measurable improvement to the bottom line. Devoting time and energy to acquit new employee with the company goals, brand strategy and the ways in which their role directly affects business success will focus them in a common direction and increase motivation in their daily efforts. It studied that by demonstration integrity and earning the respect of their employees will create a work environment where employee feel a sense of belongingness and the level of engagement increase.

Cook (2008) has highlighted that in this era of globalization, each and every organization wants to attract and retain talented employees for the success of the organization. An engaged employee is more productive, ensure greater level of customer satisfaction, has loyalty towards the organization that leads to the success of the business.

Sandeep Kular, Mark Gatenby, Chris Rees, Emma Soane, Katie Truss (Oct. 2008) suggested that the individual differences plays important role in employee engagement i.e. personality, values, emotional experience and well being, personal relationship, relationship with employers and other employee. The employer should make the work more meaningful. Research has also suggested connection between employee engagement and Business result. Worker Participation and delegation of power also plays an important role in employee engagement.
Kular (2008) explored five key areas: What does ‘employee engagement’ mean? How can engagement be managed? What are the consequences of the engagement for organization? How does engagement related to other individual characteristics? How is engagement related to employee voice and representation?

Shashi Balan and Paul Sparrow (May 2009) suggested that employee are engaged only when they share common corporate goal with the employer it can be only possible with the help of effective communication. It suggested that the engagement is based on the belief i.e. what author called as Performance Belief. Author defined performance belief as: “A shared belief of a team that it has the required ability, resources, goal clarity and leadership attributes to achieve the desired performance outcomes.” The Performance Belief is the cause and being Engaged to Perform is the effect. As a strategic function, HR should be most concerned about how it needs to manage engagement-how it get employees to believe in the vision of performance the organization offers. Goal Theory advocates that clear and precise goals are a prerequisite for good performance and to achieve a given goal requires more resources.

Karen Wilson (2009) did limited empirical research on the topic of employee engagement. He contributed the first statistical information about rates of engagement among staff in a human services agency. He suggested that as employee engagement is now understood to be a critical component of successful organizational outcome, it needs to be closely examined in the social work field, if for no other reason that agencies are held increasingly more accountable for outcomes and funding is often tied to success rates. An engaged staff can contribute significantly in reaching positive outcomes. Therefore the engagement concept should be at forefront of social work research and policy implementation.

Mark Attridge, Alan Axelson, William L., Burning T. Myette Larry, Deborah Owen, Paul Pendle (June 2009) suggested that the level of employee engagement can range from high to low depending on the individual employee. Thus even though promoting greater engagement can be done at the level of the individual employee (through better manager communication and appropriate use of EAP and mental health services), it appears equally important to improve employee engagement through effective leadership and actions at the organizational level. To
promote higher levels of employee engagement, companies must make themselves the kind of organization with which employee want to engage.

**Michael O. Samuel and Crispin Chipunza (September 2009)** suggested that employee can be retained by various techniques such as training and development, recognition in the form of rewards for good performance, competitive salary packages and job security. It is only a comprehensive blend of intrinsic and extrinsic motivational variables that can enhance retention and reduce the high rate of employee turnover in our various organizations.

**Gemma Robert-Smith and Carl Markwick (2009)** suggested that employee engagement can be increase by good quality management, communication, co-operation, improving well being, clear accessibility to H.R. policies & practices, visible commitment by manger, two way proposition, understanding needs and expectation of employee, link individual and organizational.

**Simpson (2009)** discussed that the current state of knowledge about engagement at work through review of literature. This review highlighted the four lines of engagement research and focuses on determinants and consequences of engagement at work.

**Brand Shuck and Karen Wollard (dec.2009)** suggested that work plays important role to get employee engaged. Employee engagement suggests that work can be the place of motivation, commitment, success and self actualization. If the organization can appreciate the potential of a fully engaged workforce and HRD scholars and Practitioners can demonstrate the strategies, tools and resources to move towards that goal, work in the 21st century may be a very different experience from what today’s disengaged workforce reports.

**Thomas (2009)** has explained that intrinsic rewards are relatively healthy and sustainable sources of motivation for the employees for the employees of the organization. The workers with high level of rewards experience more positive feeling and fewer negative ones on the job and play an effective contribution in the employee engagement.

**De Lacy (2009)** has reported that employee engagement and retention are current focus of many developed countries. The business experts have realized that
recruitment and retention of valuable and talented employees is deciding factors for smooth functioning of the organization which do not pay attention on these things a lot that results employee turnover, inability to expand production, low productivity and falling productivity and falling profitability.

**Karsnia (2009)** has discussed that employee engagement has been identified as a critical business driver that has the capacity to have an impact on organizations overall success. Effective employee engagement results in employee retention, productivity and loyalty towards the organization. He further described that there are so many reasons for engaging the employee such as customer services, increased customer satisfaction, improved organizational productivity, positive effect on teamwork and morale, alignment of employee strategy, reduced turnover and absenteeism.

**Stroud (2009)** has explained that employee engagement provides a large number of meaningful business benefits. These benefits are very important for the development of the business such as increased productivity, improved individual and organizational performance and heightened organizational commitment.

**Dow Scott & Tom McMullen (June 2010)** suggested that total reward structure programme and policies influence employee engagement. Performance appraisal with reward plays important role in engagement. When the study was conducted it was found out that Base Pay & Benefits had the overall weakest relationship with organizational ability to foster high level of employee engagement and motivation as compare to incentive, intangible rewards and quality of leadership on engagement. Leadership had the strongest relationship with engagement. Opinion survey was used to obtain feedback from employee.

**Loretta Heaney (2010)** suggested that by using the case study affect of redundancy can be found on employee engagement for staff remaining with an organization. Main study was on retention. He said that employee engagement has a great effect on the productivity of the organization. More the employee is engaged more is the productivity and more is the retention and less the employee is engaged less is the productivity and retention.
Brent Keijzers (2010) his study was based on self reinforcing role of motivation performance and satisfaction. He stated that motivation can be both intrinsic and extrinsic. Research proved that in intrinsic motivation employee need to score high on five job characteristics: skill variety, task identity, task significance, autonomy and feedback and extrinsic needs of employee needs to score high in incentive, salary, commitment to supervisor and peer and job security. Therefore it was concluded that intrinsic factor contribute more in increasing employee productivity.

Markos and Shridevi (2010) have reported that feeling valued by management, job satisfaction, two way communication between management and employees, management interest in employees well-being and giving more opportunities for employees to grow are the top drivers of employee engagement. Managers should enhance two way communication, ensure that employees have all the resources they need to do their job, give appropriate training to increase their knowledge and skill, establish reward mechanisms in which good job is rewarded through various financial and non-financial incentives, build a distinctive corporate culture that encourage hard work and keeps success stories alive.

Muhammad Anther (2011) suggested that Employee Engagement is a positive attitude held by employee towards the organization and its value. An organization should thus recognize employees more than any other variable, as powerful contributor to a company’s competitive position. The studies suggested that employee engagement is a continuous process of learning, improvement, measurement and action.

Bijaya Kumar Sundaray (2011) suggested that engaged employee give their companies crucial competitive advantages including higher productivity, customer satisfaction and lower employee turnover. The relationship between employee engagement and organizational outcomes would be stronger if better measures were used. Thus organization need to better understand how different employee are affected by different factors of engagement and focus on those in order to achieve the strategic outcomes as well as to improve overall effectiveness.

Kumar and Swetha (2011) have explained that employee engagement is an indicator for success of the organization. The organization having high level of
employee engagement promotes talent retention, customer satisfaction and improved overall organizational performance. Top management should implement effective working policies and practices that will help to attract and retain talented employees for growth and sustainable development of the organization.

**Saradha and Patrick (2011)** have discussed that employee engagement activities significantly improve overall performance of an organization. The ultimate goal and objective of every organization is to increase its profits, improve the quality of goods and services and improve customer satisfaction with optimum resources. Therefore HR manager should develop ways to increase the employee engagement activities to increase the frequency and intensity of engagement levels among employee which would bring better organizational results.

**Pendulwa vuyokazi Guma (2011)** studies included an analysis of organizational factors impacting on employee retention. The studies concluded that retention strategies are complex and are not easy to implement. In order to make retention studies effective, the employee and their manager or supervisor need to be actively involved in the development and implementation of the strategies. There should be clear understanding of goals, needs, abilities and preference of the workforce.

**Chris Skerik (March 2011)** suggested that employee engagement would add value to the path, but it is likely to develop in the long term sustained competitive advantages. He said that the ingredients to create a sustainable competitive advantage are through HRM practices. He even suggested that Collaboration is going to be a major force in the post recessionary economy to enhance the employee engagement.

**Padmakumar Ram & Gantasala V. Pabhakar (March 2011)** identified that appropriate H.R. practices and policies in the organization effectively promote employee motivation, retention and productivity which include values, management, role challenge, work life balance, information, reward/recognition work environment and product/service. He used Matrix of employee engagement predictors (organizational process, values, role change, management, work/life balance, reward/recognition, work environment), HR can help the organization better manage engagement and ultimately foster motivation, productivity and retention.
Maxwell osier (June 2011) concluded that there is a direct relation between Motivation and Performance. It also stated that both intrinsic and extrinsic motivation plays important role in enhancement of performance. He found out that equal empowerment was necessary to increase their commitment. He suggested 3 independent factors that determined the level of performance they are Ability, Motivation, and Reward. This is postulated with the help of formula i.e. Performance = Ability x Motivation x Reward. So Motivation is the only factor by which performance can be enhanced.

Robert Knight (Aug 2011) suggested fostering employee’s engagement is a long term process, as its success is based on the core aspects of business such as values, culture and managerial philosophy. The author suggested three element of employee engagement, they are: cognitive, physical and emotional. He also mentioned that as employee engagement is a multi-functional concept comprising three interacting elements, strengths the argument that a manager cannot force an employee to be engage. He found that the managerial factors are the determining element of increasing engagement level.

Bhatla (2011) focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole. Also focused on the challenges faced by HR. managers to improve employee engagement for an organization’s survival.

Rob Gill. (2011) identified that corporate storytelling has a powerful role in communication strategy for building strong engagement with employee. The literature reviewed has also collectively identified narration that leads to deeper engagement improves the potential for recollection and recollection and commitment for the corporate brand, leading to stronger internal loyalty and enhanced reputation, both internally and externally.

An Oracle White Paper suggested that talent can be empowered through technology which can put effective retention strategies into real practice. The studies suggested that through integrated talent management process using internet Web 2.0 technologies gives organizations the ability to capture, analyze and report on talent information. Business-centric talent management application built on a unified talent management platform shift the focus from HR ownership and compliance to talent
management ownership by the business user. The paper also included that the talented employees need the visibility to clearly understand how their work connects to and serves both the short and long term goals of the business.

**Ontario Hospital Association** gave an exploratory look at the relationship between employee engagement and key organization metrics. It had developed mythology for accurately comparing EES engagement data with human capital metrics. It has identified three human capital metrics which are as follows: the full-time employee resignation rate, average sick days per full time employee and management span of control. It appeared that there are real costs associated with higher absence and resignation rates when engagement is low.

**Akila. R. (Sept. 2012)** suggested that Effective Human Resources Management leads to improvement in employee engagement system. Effective human resources management must be practiced at both strategic and day to day level. The HR strategy should evolve from a transactional support role to partnering in the organization business strategy. HR must take steps to be aware of employee problems and try to solve them creatively.

**Swarnalatha and Prasanna (2012)** reiterate that employee engagement is gaining popularity within the organization and its impact is beneficial for the organization. Engagement of the employees is a good sign for the organization in achieving its goals and objectives. Engaged employees give their organization a competitive advantage such as higher productivity, customer satisfaction and lower employee turnover. The employer of the organization should built a strong relationship with employees.

**Sengupta and Basu (2012)** suggested that public banks are altering their talent strategies to focus on performance and engagement of the employee. They further described that banks are also lining up incentives such as paid holidays abroad, leadership and training programmes in order to engage their employees towards the job.

**Mrs. Priya Shanmugam, Dr. R. Krishnaveni (September 2012)** suggested that there is a strong link between employee engagement and organizational performance. She even included that employee engagement can be improved by
improving productivity, profitability, turnover and safety. A clear and concise
definition of employee engagement can give human resource development
practitioner and managers powerful tools to develop workplace strategies that can
greatly improve employee satisfaction, fulfillment and loyalty.

Aon Hewitt (2012) suggested that organization need to focus on harnessing
the discretionary effort that engaged employee deliver. It showed that when the
engagement is low, business performance is sub optimizes and when high, the
performance is high. For engaging the employee the author suggested that focus
should be made on following points: creating career opportunity, recognition,
organization reputation, better culture, recognition on people’s efforts and
performance, employer should connect with the employee, growth opportunity and
developing a sustainable employee engagement plan.

Anita Singh, Timira Shukla (Oct 2012) suggested that employee
engagement is directly proportional to job satisfaction and job contribution. They
mentioned that to achieve sustainable employee engagement ,management should
identify the best methods to align employee’s value goals and aspiration with those of
the organization (MBO approach).They identified that engaged employee are not only
satisfied, involved and committed but they also align their goal with that of
organizational mission and goal. Engaged employee are always enthusiastic about
their goal and on the other hand employer wants to achieve sustainable business
success.

Graham Lowe (2012) suggested that manager increasingly understand that
employee engagement is a prerequisite for high performance. He conducted research
on Ontario Hospital Association-NRC involving 10,000 employees in 16 Ontario
hospitals. He identified key drivers to engagement. He said that high level of
employee engagement is related to retention, patient-centered care, patient safety
culture and employee’s positive assessments of the quality of care or services
provided by their team. It concluded that engaged employee can take care of their
patient nicely and their patient recovered fast whereas disengaged employee cannot
encourage their patient and hence their recovery is slow.

Eric Ng Chee Hong, Lam Zheng Hao, Ramesh Kumar, Charles
Ramendra and Vimala Kadiresan (2012) suggested that there are significant
relationship between the factors of training, compensation and appraisal on lecturer’s retention. The study reflected that how different culture might have different expectation on determining their employment satisfaction and retention. As a conclusion, the whole study successfully identify that training, compensation and appraisal is a fundamental consideration for lecturer’s retention decision, while empowerment is less fundamental as this can be attributed to the Asian culture characteristic of higher authority conformity.

Joyce essel mc forson (2012) suggested that by eliminating the uncertain wages and providing them with job security, level of engagement can be raised. The study suggested that the immediate steps should be taken to re-establish the confidence among workers. Steps given by author were as follows: effective communication, more consultation between employer and employee, staff development programme, performance appraisal, effective leadership, adequate motivational practices, making job meaningful, job enrichment, workers participation and better work environment.

Dr. Rajesh Vishwanathan, Dr .P. Sridharan & Thiyagarajan (Nov 2012) suggested that Conducive environment motivates an employee to stay back with the organization. For this there should be open culture where there is transparency among then employee and workers participation in decision making. Another factor that author suggested is friendly supervision and career growth.

Benjamin Balbuena Augenza, Ahmad Puad Mat Som (Nov-dec.2012) suggested ways to increase to employee engagement are: design an interesting employee value proposition, develop a total reward system that contains more than compensation, give constructive point of view on employee performance on regular basis, implement flexibility programs in terms of work-life balance, build a culture of engagement, develop and refine management skills to be effective. They suggested that employee stay or leave an organization based on six key reason, they were: financial rewards, job characteristics, career development, recognition, employee management and work-life balance. The factors represent a holistic system approach to reducing turnover in organizations. Employer could take pieces of this process and implement and for long-term impact all component of the process must be addressed.
Prem Singh (2012) suggested that for maintaining the engagement level, there needs a lot of focus on management approaches employing both monetary and non-monetary incentives. He also analysed different parameters in the context of public health facilities in Rajasthan, like reward and recognitions, perceived organisational support, perceived supervisor support, fairness and justice, career growth, discretionary effort, emotional connectivity, bonding with job, strong feeling with personal accomplishment, trust, psychological safety, passion and excitement in job, retention, health, and well-being. The study concluded that a big percentage of employees (74%) is positively engaged with work, despite various problems like the difference in pay and perks from central promotional policy of government and poor career development programs.

Siddhanta & Roy (2012) explored implications for theory, further research, and practices by synthesizing modern Employee Engagement activities being practised by corporate with the review of findings from previous research/survey.

Singh and Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature, and data has been collected from a tin manufacturing organisation.

Gopalakrishna (2012) discussed an interview conducted by him with an HR manager about their initiatives regarding development of employee relations and employee engagement. The managers replied that growth and culture are important factors for engagement of the employee. The organisation provides opportunities to all employees to work on exciting projects for their growth and also gives room for innovation.

Dobre Ovidiu-Iliuta (2013) suggested that a motivated and qualified workforce is essential for any company that wants to increase productivity and customer satisfaction. According to him, the challenge for any manager is to find the means to create and sustain employee motivation. On one hand, managers should focus on reducing job satisfaction (working conditions, salary, supervision, relationship with colleagues) while on the other hand should use motivating factors such as achievement, recognition, responsibility, and the work itself. Employee participation and empowerment do not only enhance efficiency, growth and innovation but also increase employee motivation and trust in the organization.
Dharmendra Mehta & Naveen K. Mehta (2013) suggested that employee engagement is linked with the emotional, cognitive and physical aspects of work and how these factors integrated. They further mentioned that employee’s engagement is a long term process and linked to core tenants of the business like as value, culture and managerial philosophy. They focused their attention on CSR practices.

Michael George (July 2013) suggested 5 steps for creating employee engagement they are: understanding difference between engagement and alignment, assess the degree of disengagement, focus on the critical area that drive engagement, realize that engagement is an ongoing process and don’t underestimate the role of technology in creating engagement.

Prof. Deepa Mishra, Dr. Sampada Kapse and Ms. Dhara Bavad (2013) identified employee engagement is critical to business success. The banks have to focus on this aspect to boost their growth and get a competitive advantage. This study had highlighted the dimension of employee engagement for the banks. Their studies reveal the significant relation between employee engagement and business outcome and performance. The banks should fulfill the requirement of its employee involvement and commitment which in turn make the organization more successful in terms of both financial and non financial parameters.

Nusrat Khan (Nov 2013) suggested that success lies in identifying those underlying elements which influence employees motivation level that leads to outperforming organization. There are several trends that are developing due to different working patterns spanning across organizations national and international boundaries. These patterns spanning across organizations national and international boundaries. These patterns create cultures that are dominated by different motivating factors. The organization leadership styles, Human resources strategies, Culture Prevailing within an organization are the governing factors that influence an employee’s engagement level. Need for productivity, career advancement, training, exceptional customer services, creating work life balance, acquisition and retention of key talent, evolving employer employee relationship. Are some of the existing reasons why in today’s competitive scenario employee engagement is necessary?

Muogbo U.S. (2013) suggested that motivation has a great impact on employee performance. The workers reward packages matters a lot both to employee
and employer. The studies therefore suggested that for improving employee’s commitment, incentive plans should be improved and worked on.

Harvard Business Review Analytic services (2013) suggested that effective communication, air degree of responsibility, reward system, integrating the goal of the employee and the organization, decent amount of autonomy, delegation of power and proper work environment increases the employee engagement.

Bidish Lahkar Das, Dr. Mukuleshwar Baruah (Nov-Dec 2013) suggested that human resources are the important asset of the organization, Efforts should be based on the employee satisfaction their retention rate, they were: compensation practices, leadership and supervision, career planning and development, alternative work schedule, working condition, flexible hours etc.

Dr. Jagdeep Singh (2013) suggested that the employee is engaged due to psychological wellbeing. He suggested the connection between employee engagement, business result and organizational performance. Strategies are needed to maintain the level of employee engagement. Therefore it is required to evaluate, analyze and implement the strategies to enhance and maintain the engagement level of employee.

Leena P. Singh & Binita Panda worked on employee retention in various organization like Tata tele Services. They mentioned that these organizations are providing not only the great infrastructure and other facilities but also provides freedom to say goodbye to the monotonous work. The study was based on three most important HR area like-employee motivation, career growth and remuneration and compensation.

Samuel Obino Mokaya and Maurren Jerotich Kipyegon (June 2014) suggested that remuneration is the highest contributor of employee engagement with workplace recreation having least influence. They suggested that it is important for the bank management to be aware of the needs and make up of their workforce as well as impact of environmental factors when developing their programmes and policies that have impact on engagement.

Quratul-Ain Manzoor analyzed that recognition and empowerment plays an important role in enhancing employee motivation and organization task. Recognition,
empowerment and task fulfillment stimulates the employee towards working with more energy and enthusiasm. Thus there is direct relationship between motivation and organizational effectiveness.

**Rob Gross suggested** that corporate social responsibility at officer level and efforts addressed many areas including employee, stakeholder, economic well being, sustainability, environmental growth, legal morality, community support and discretionary support. The executive with proper education and professional tenure must cultivate a new set of skills. Leadership includes motivation, empathy, trust, vision, value and continuous improvement for enhancing the employee engagement.

**Roshni Hadier & Shad Rahmani** suggested that employee engagement can be enhanced not only by statutory measures but also by recreational and participative measures. They mentioned that plant level initiatives were also commendable and they try to retain their employee through employee engagement. Extra benefits and perks mainly help in enhancing employee engagement.

**Fade Schmit and Brain marson** suggested that employee engagement can be measured in different ways like as satisfaction, loyalty, morale, commitment, productivity engagement, pride, organizational health, passion etc. The author focused on two distinctive yet related factors, they are: satisfaction and commitment to many people.

**White Paper** focuses on employee engagement that can improve the performance of the organization by improving retention, customer loyalty, productivity, safety and ultimately profitability. The study shows that if there is engaged employee in the organization then performance of it increases.

**Riikka Lindholm** suggested three objective, they are: to understand the link between employee retention and engagement, what the current situation is there in the organization and last but not the least how to increase employee engagement. To answer this appropriate questionnaire was constructed based on the key drivers. He studied the following: career development, challenging job satisfaction with the amount of recognition and the inspiration to give best job performance. He suggested further and more detailed research about influence of engagement on retaining employee and monetary result.
Laura C. Batista-Taran, Michael Bradley Shuck, Cinthya C. Gutierrez and Sofia Baralt suggested that transformational leaders seem to be more self confident to lead the way towards a culture of engagement. They also identified that both transactional and transformational leadership are related to increased unit performance, transactional leaders needed to set there and develop a more cohesive unit better prepared to face the challenge of turbulent global market.

Rajan (2014) suggested that relationship between an employee and employer can only grow and remain strong if there is continuous flow of communication from both the sides. Internal communications plays an effective role in the engagement of employees. Understanding the modes of capturing employee feedback and analyzing them to act on engagement drives are important steps in enhancing employee engagement. He further described that an organization cannot afford to neglect internal communication as a critical area, if it wants to grow and keep its customer and employees engaged.