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Employee Engagement Practices as a tool for creating positive organization culture

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Abstract

Since Kahn (1990) coined the word employee engagement, a lot of research has been conducted to identify variables at different level that contributes to better employee engagement. Studies have exhibited that it requires top management philosophy, conducive work practices and organization culture to bring about better employee engagement. But many processes are such that the cause and effect relationship is two way process. Had it not been so there would be a stagnation or at times decline of any given situation, because the relevance of variables to create a desired effect is also short lived. Given the thought that the relevance of variables must be dynamic so that its effect is sustainable across and in spite of various changes- macro & micro, external & internal, it was thought to examine how engaged employees & practices leads to creation of positive organization culture which is more long lasting and sets the ball rolling for continuing employee engagement. The employee engagement practices is viewed as a lubricant that eliminates all frictions and build a sustainable culture that promotes engagement at all times irrespective of any external factor. Hence this study aims to evaluate how existing employee engagement practices have contributed in building an everlasting culture in terms of positive leadership, innovation, productivity, two way communication, commitment, accountability, team work and transparency. Twenty five Manufacturing Organizations located in Bharuch region were selected as samples through convenience sampling method.

Key Words: *employee engagement, sustainable culture, organizational change.*

Introduction

Why does one organization get a reputation as a great place to work while another struggles to retain its employees? It's never a simple matter of company A paying more than company B. Financial

incentives may attract more applicants, but they don't connect an individual personally to an organization. The level of commitment, the willingness of an employee to recommend his or her

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company as a great place to work and to do business — what we call engagement — can make or break an organization culture. "A Bad Workplace Culture with Low Level of Employee Engagement results into a higher level of absenteeism and turnover" and "A Good Workplace Culture through Employee Engagement encourages regular attendance & support". William H. Kahn (1990) completed some of the earliest work on engagement and defined engagement 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."

The Gallup Organization, potentially the most widely recognized name associated with employee engagement defines engaged employees as those who, "work with a passion and feel a profound connection to their company" and "drive innovation and move the organization forward" (GMJ, 2006). According to the Gallup, the Consulting organization, there are there are different types of people:-
Engaged-- "Engaged" employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and

strengths at work every day. They work with passion and they drive innovation and move their organization forward.

Not Engaged---Not-engaged employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving an outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

Actively Disengaged--The "actively disengaged" employees are the "cave dwellers." They're "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness .They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

Importance of Engagement in building positive culture

Engagement is important for managers to cultivate given that disengagement or alienation is central to the problem of workers' lack of commitment and motivation (Aktouf). Meaningless work is often associated with apathy and detachment from ones works (Thomas and Velthouse). In such conditions, individuals are thought to be estranged from their selves (Seeman, 1972) . An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Some of the advantages of Engaged employees are:-

- Engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success.
- They will normally perform better and are more motivated.
- There is a significant link between employee engagement and profitability.
- They form an emotional connection with the company and this impacts their attitude towards the company's clients, and thereby improves customer satisfaction and service levels.

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

A highly engaged employee will consistently deliver beyond expectations. In the workplace research on employee engagement (Harter, Schmidt & Hayes, 2002) have repeatedly asked employees 'whether they have the opportunity to do what they do best everyday'. While one in five employees strongly agree with this statement. Those work units scoring higher on this perception have substantially higher performance. Thus employee engagement is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting companies has been proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability.

Culture may take top honors as the most mysterious and difficult-to-get-your-arms-around lever of employee engagement.

Giving employees a feeling of belonging is crucial in creating a thriving organization that people feel committed to and others want to join. Common approaches include:

- Equal opportunities policies and practices
- Initiatives to maintain the quality of work life and a balance between personal/professional lives
- Developing a safe, clean and inspiring work environment
- Demonstrating a commitment to employees' well being

Culture-building activities are great for generating a feeling of belonging, but all organizations are build out of smaller teams who can get on and work together.

Popular approaches include:

- Small team recreational activities, such as bowling, skating, trips to the cinema (or the pub!)
- Social activities, such as family gatherings and barbeques
- Community outreach activities such as volunteering and fund-raising

Literature Review

A recent SHRM(Society for Human Resource Management) new global employee engagement study in 2006 surveyed 664,000 employees from around the world and found almost a 52% gap in the yearly

performance improvement in operating income between organizations with highly engaged employees and organizations having employees with low engagement scores. Again, a recent meta - analysis of over 7939 business units in 38 companies revealed the relationship between employee satisfaction - engagement and the business - unit outcomes of customer satisfaction, profit, productivity, employee turnover and accidents (Nowack, 2006). Employee engagement has been linked to superior performance and higher levels of organizational commitment by a number of researchers (Woodruffe, 2006; Lockwood, 2006). Engaged employees leads to engaged customers, and this, in turn converts into long term profitability. Luthans and Peterson (2002) state that Gal lup has empirically determined employee engagement to be a significant predictor of desirable organizational outcomes, such as customer satisfaction, retention, productivity and profitability. It was found that employees scoring high on engagement (top 25%) performed better in the areas of sales, customer complaints & turnover in comparison to the employees scoring low on engagement score (bottom 25%) (The Gallup Organization, 2004). The Corporate Leadership Council (CLC) survey revealed that employee engagement leads to 57% improvement

in discretionary efforts (Corporate Leadership Council, 2004). The CLC contends that emotional engagement has four times the power to affect performance as compared to rational commitment. The employers attempt to convert as many employees to true believers as they can. (Buchanan, 2004). Low engagement among employees translates in economic loss for the organization. Gallup estimates that in the United Kingdom, unengaged workers cost their companies \$64.8 billion a year. In Japan, where only 9% of the workforce is engaged, the lost productivity is \$232 billion (The Gallup Organization, 2004). Engaged employees within an organization provide a competitive advantage to organizations (Joo & Mclean, 2006). Martel (2003) is of the opinion that, "in order to obtain high performance in postindustrial, intangible work that demands innovation, flexibility, and speed, employers need to engage their employees. Engaging employees especially by giving them participation, freedom, and trust is the most comprehensive response to the ascendant postindustrial values of self-realization and self actualization".

Employee engagement has also been found to bring benefits at the individual level. A research was done by Britt, Adler and Bartone (2001). From this study it has been found that engagement in meaningful work can yield benefit from work.

In a recent study it is explored that over the past 6 years, where the level of engagement had increased, absenteeism had decreased among employees (The Gallup Organization, 2004). In a comprehensive review of literature on employee engagement, Stairs et al. (2006) point out that employee engagement has also been linked with higher employee retention (DDI, 2005; Harter, Schmidt and Keyes, 2003; Wright & McMahan, 1992), greater employee effort and productivity (Corporate Leadership Council, 2004), increased sales (HayGroup, 2001), greater income and turnover (Maitland, 2005; ISR, 2006; Harter et al. 2003), greater profitability (Harter et al. 2003), and faster business growth and higher likelihood of business success (Hewitt Associates, 2004).

Research Objectives

The main purpose of this research is to explore the kind of engagement practices adopted by companies located in Bharuch District that contributes in building long lasting cultural characteristics.

Secondly, the research work also aims to examine whether a positive culture that contributes to better employee engagement & vice a versa is indeed a two way process.

Research Methodology

The research design used is exploratory in nature. Both primary and secondary source of data was collected and used in the study. Primary data was collected through Questionnaire and interview method to get first hand data and in order to collect secondary data, internet source was referred. 25 organizations operating in Bharuch District were selected as samples through convenience sampling method. Questionnaire was distributed to the HR Professionals working in these selected companies and their opinions were elicited. Questionnaire was divided into two parts. In the first part mostly open ended questions were kept to know the current employee engagement practices practiced by these organization and part two of the questionnaire deals with close ended statements having likert scale ranging (from 5 = To the great extent to 1 = Not sure) discussing about whether employee engagement practices results into a building positive culture.

Data Analysis & Findings

From our first part of the study we found Employee Engagement practices in these selected 25 companies are Rewarding initiative beyond the job ,Suggestion Scheme, Various Committees, Festival Celebrations, Safety Events, Annual Day, Employee Referral Policy, Code of

Conduct, Grievance Handling, Gifts, Training & Development, Various Awards, Sports Activities, Movie Tickets, Promotion Policies, Family Gatherings, Meetings, Feedback mechanism, Employee Action Team, Leadership, Recognition and Praise, Teamwork, Motivation, consultative Performance Appraisal, Good Environment, Induction Programmes, Equal Opportunity for all.

We found through our study that Employee Engagement practices designed to stimulate creativity and innovations culture in these selected companies includes suggestion schemes, feedback mechanism, encouraging employee referrals policy, inviting participation for Safety slogans and Essay competitions, by praising the employees through organizing Employee of the Month Award, by providing world class Training and Development facilitates, by creating informal work environment, by engaging them through festival celebrations, organizing creativity contest , involving them through job enrichment and inviting their participation for idea generation meetings

We also tried to gather different Employee Engagement practices that are designed by these selected companies for motivating their employees which leads to cost optimization, productivity culture. These

practices includes rigorously working for productivity oriented training and development programmes, organizing safety programmes, by honoring or praising them in front of all employees on national days, by awarding employees which generates cost cutting plans, celebrating in the form of Annual Day. etc...

Our study revealed that Employee Engagement practices that are designed to reduce absenteeism and turnover which greatly affects the business includes Counseling schemes employees, grievance handing scheme, awarding those

employees who are most regular and active physically and mentally, by mapping career path and guiding their future growth, involving employees in day to day decision making, maintaining proper discipline and granting leave having genuine reasons.

Second part of our study helps us in finding whether employee engagement practices leads to build a positive culture which includes a culture of innovation, productivity, positive leadership, team work, commitment, transparency, two way communication, accountability etc.

Table 1: Employee Engagement practices leading to Innovative culture

Statement No.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
1	4	18	2	1	0	4	0.632456
7	10	6	9	0	0	4.04	0.870862
18(B)	8	8	9	0	0	3.96	0.82365
24	4	8	11	2	0	3.56	0.852291

Innovation is a way of thinking and behaving that comes naturally. An organization's job is to foster the right engagement practices to unleash its employees' innate / innovative tendencies and brings innovative culture.

In this direction, we tried to investigate whether employee engagement practices leads to innovative culture and We found from the statement 1 having Mean score as 4 that employee engagement practices up to reasonable level influence in improving

creativity and innovation culture. Statement 7 having highest mean score as 4.04 reveals that organizational management structure up to a great extent plays an important role in promoting or inhibiting innovation. Statement 18(b) and 24 having mean score as 3.96 and 3.56 respectively shows that employee engagement up to marginal extent brings an organization's willingness and ability to cultivate an innovative work environment and higher levels of employee engagement

are strongly related to high level of innovation.

Thus through the study we found that existing employee engagement practices in

the companies promotes the innovative culture.

Table 2: Employee Engagement practices leading to productivity culture

Statement No.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
2	4	17	4	0	0	4	0.565685
3	5	6	14	0	0	3.64	0.793977
18(D)	5	6	4	0	0	3.56	0.637495
30	3	9	9	3	1	3.4	0.979796

Productivity is the art of getting the company's product and / or services to the customer at the lowest possible cost. Productivity of a firm is directly proportional to the organization culture. Productive culture is an asset that money cannot buy and it is a factor that makes or break the business.

Thus We tried to know whether employee engagement practices leads to productivity culture, and from the study We found from the statement 2 having highest Mean score as 4 that employee engagement practices up to reasonable level have helped better performance leading to productivity enhancement.

Statement 3 having mean score as 3.64 reveals that EE practices up to a marginal extent have achieved cost optimization.

Statement 18(d) having mean score as 3.56 shows that employee engagement up to reasonable extent brings an organization's willingness and ability to exert discretionary effort to accomplish what needs to get done.

Statement 30 having mean score as 3.4 shows that promoting employee engagement up to reasonable as well as marginal level is part of the ongoing evolution taking place in the organization to move beyond a sole focus on the bottom line to becoming socially responsible corporate citizens.

Hence our study reveals that existing employee engagement practices in the companies promotes the productivity culture.

Table 3: Employee Engagement practices leading to positive leadership culture

Statements no.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
4	4	10	9	2	0	3.64	0.842852
5	3	12	8	1	1	3.6	0.894427
8	2	5	12	3	3	3	1.058301
14	12	10	3	0	0	4.36	0.685857
15	7	13	5	0	0	4.08	0.688186
18(A)	1	16	6	2	0	3.64	0.685857
19(B)	9	12	4	0	0	4.2	0.69282
20	5	10	10	0	0	3.8	0.748331
21	1	8	14	2	0	3.32	0.676461
28	3	8	11	0	0	3.2	0.781793

Next we tried to find whether employee engagement practices leads to create a positive leadership culture, and our study revealed following points:

From the statement 4,5,15,18(a) and 19(b) having Mean score as 3.64,3.6,4.08,3.64 and 4.2 respectively shows reasonable level for the following statements:

- EE practices have enabled reduction in rate of absenteeism
- EE practices have enabled reduction in employee turnover
- It important to know the employee responses to proposed EE practices
- Employee Engagement as an organization's willingness and ability to:
Sustainably achieve key goals while growing the business
- If organizations want to positively impact Employee Engagement- An

organization's leadership has the greatest impact on it.

Statement 8,21 and 28 having mean score as 3, 3.32 and 3.2 respectively reveals result at a marginal level through the following statements:

- Length of time in serving the organization is inversely proportional to EE.
- Employee Engagement can positively impact shareholder return on investment, even in financially bad years.
- At the organizational level engaged employees are the ones who identify with the goals and ethos of the organization and have faith that quality work will ensure a just reward in the future.

Statement 14 having highest mean score as 4.36 shows that employees believe that employee engagement to a great extent is top down approach and

Statement 20 having mean score as 3.8 shows that employees have responded equally in terms of marginal and reasonable level for Engaged employees

who successfully represent the company brand provide a competitive advantage and impact the bottom line – a crucial benefit in today’s competitive global business environment.

Thus from the above analysis we found that employee engagement practices leads in building positive leadership culture.

Table 4: Employee Engagement practices leading to committed culture

Statements no.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
6	3	12	10	0	0	3.72	0.66453
19 (C)	3	17	5	0	0	3.92	0.56
22	4	14	6	1	0	3.84	0.731027
23	4	12	9	0	0	3.8	0.69282

We also took the opinion of the respondents in terms of whether employee engagement practices leads to committed culture and then we come to know from the statements 6,19(c),22 and 23 having mean score as 3.7,3.92,3.84 and 3.8 respectively have reasonable impact for the following points :

- EE practices have created a sense of ownership and loyalty (hence greater discretionary effort).
- if organizations wants to positively impact employee engagement they

should articulate means to be fully engaged with customers, business partners and suppliers

- Engaged employees advocate their company or organization.
- Engaged employees are more likely to recommend their companies’ products or services against disengaged employees.

Thus we found that engagement practices not up to a great extent but at least at a reasonable level leads to committed culture.

Table 5: Employee Engagement practices leading to Accountable culture

Statements no.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
18 (C)	4	13	4	4	0	3.68	0.926067
25	6	10	8	1	0	3.84	0.833307
31	5	8	8	0	4	3.4	1.264911

we tried to capture respondents views by asking them whether employee engagement practices leads to accountable culture and from the statements 18(c),25 and 31 having mean score as 3.68,3.84 and 3.4 respectively we found reasonable result from the following statements:

- Employee Engagement as an organization's willingness and ability to- Demonstrate commitment and accountability

- Engaged employee, first and foremost, is aware of the importance of his job and the value of his contributions.
- Promoting employee engagement is thus part of the ongoing evolution taking place in the organization to move beyond a sole focus on the bottom line to becoming socially responsible corporate citizens.

Thus we can say that engagement practices not up to a great extent but at least at a reasonable level leads to accountable culture.

Table 6: Employee Engagement practices leading to Transparency culture

Statements no.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
26	5	11	8	1	0	3.8	0.8
29	4	15	6	0	0	3.92	0.627375

Table 7: Employee Engagement practices leading to Two-way communication culture

Statements no.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
27	8	12	4	1	0	4.08	0.79599

During the study we also tried to ensure whether Employee engagement practices leads to transparent and two way communication culture and from the above table we can find that statements 26, 27

and 29 having mean score as 3.8,3.92 and 4.08 respectively shows reasonable result for the following statements:

- Engagement also ensures that an employee is very clear on the expectations from his/her role.
- The ideal level of engagement is achieved by regular feedback and dialogue with superiors
- An employee that is connected with everyone in the company can see how

his work carries forward into the workflows of his colleagues and other departments.

Thus from the above analysis we found employee engagement practices that leads to both- transparent and two way communication.

Table 8: Concluding statements used to validate our study

Statements no.	To a great extent	Reasonable	Marginal	To no extent	Not sure	Mean	SD
9	4	2	17	0	2	3.24	0.991161
10	3	10	11	1	0	3.6	0.748331
11	5	17	2	0	1	4	0.8
12	6	9	8	2	0	3.76	0.906863
13	2	12	10	0	1	3.56	0.80399
16	1	5	7	2	10	2.4	1.296148
17	4	10	11	0	0	3.72	0.722219
19(a)	5	11	9	0	0	3.84	0.731027

From the above table we can glance that following interrogative statements No. 11, 12, 13, and 19(a) having mean score as 4, 3.76, 3.56, and 3.84 respectively has resulted into Reasonable level of opinion which includes:-

- Is it true that the organizations with stronger EE practices also have more stronger and sustaining culture?
- Is it true that the organizations with stronger EE practices also have greater influence on business?

- Is it true that healthy culture is the outcome of healthy EE PRACTICES?
- At an organizational level it's critical for a business to examine its culture and values to determine the level of readiness acceptance or resistance for successful employee Engagement transformation.

From the above table it can also be viewed that following statements No. 9, 10, and 17 having mean score as 3.24, 3.6 and 3.72 respectively has resulted into Marginal level of opinion which includes:-

- Employee engagement is an organizational-level constructs that measures organizational practices as a whole
- Employee engagement practices throws light on the organizational functioning and can be used to predict performance such as profitability, growth, innovation, quality and customer satisfaction.
- By investing time and money to create a strong culture, you can make your company more competitive and profitable

Thus we tried to cross check and gauge the respondents view for the above stated cultural parameters (shown from table 1 to

1. Tata Group of Companies

TCS

Digitalization and adaption of social networking for organizational practices to facilitate the following:

Development oriented culture: Employees receive training via mobile device from anywhere at any time. Training is delivered on demand.

Performance oriented culture: Ease in processing unstructured data on performance to identify and reward the "quite achievers". Mobile application allows employees to track their performance and receive real time feedback anytime at anywhere.

table 7) by interrogating them in the form of concluding statements and we found similar results as most of them have opined in either Reasonable level or at a Marginal level except one statement No 16 which shows that the respondents are not sure about the benefits of creating a culture of service that extends well beyond their personal experience.

To fulfill second objective of our study and for the cross verification we tried to examine which engagement practices of following giant companies that resulted into building a positive culture done through the secondary data base.

Company knowledge oriented culture: company system and information is accessible via mobile to all employees.

Organizational change oriented culture: organization change is driven socially i.e peer influence rather than Top down Approach.

A common platform for the information sharing and collaboration is provided; this has brought in an egalitarian culture and a culture that integrate employees across the organization.

It is known as "ULTIMAX" in TCS - online forum where employees across levels and geographies can come together.

Tata Steel

TATA Steel's ASPIRE programme aimed to harness the creative potential of the employees. Their active participation is solicited through target setting which is then cascaded to individual officers. Such an engagement of employees right up to shop floor level is encouraged through small group activities like: Daily Management, TPM & QC, Suggestion Management, Knowledge Manthan, & Self Initiated Projects.

Tata Chemicals & Tata Motors

Tata Chemicals decided to involve employees who created skits to communicate the "fusion of cultures" as a theme to convey globalization initiatives of the company.

Tata Motors & Tata chemicals ensure that employees are given responsibility and purpose. They convinced their employees about their companies' intent in upholding its values and following good governance. This resulted in employees seeking opportunities to perform at an excel.

The end result of such engagement initiatives has been "innovation" such as Tata Motors –NANO and Tata Chemical – SWACH

Tata Motors has created a platform called "SEWA" that enables employees to take

up volunteering opportunity and contribute to social causes.

This has resulted in genuine smiles, camaraderie and spontaneity in going beyond the call of the duty.

RALLIS

Rallis Institutes the "kisme kitna hai dum" contest where in teams took on self initiated and Innovation projects that were guided and funded by their superiors. Thus resulted a culture of organization wide drive for innovation and results.

2. INFOSYS

At Infosys the social edge employee engagement application is built to support varied initiatives from skill management and employee network management to on boarding and sales collaboration. This platform allows employee to voice their opinions generate new ideas, connect with colleagues and participate in organization decision making.

It results into a culture of innovation and creation of knowledge repository as well as enhanced collaboration amongst employees.

3. HDFC

At HDFC the employees structure is very local to the firm there is little hierarchical gap among themselves wherein the employees perceives themselves as being

unified within the organization. Hence HDFC maintains the culture of shared patterns of thought and culture of Unification- binding together the organization members.

HDFC is thus an organization that takes care of their employees. At HDFC employees engagement is extended beyond keeping employees informed about the company news and objectives.

Its new model of employees engagement is based on engaging employee in the communication process. This has led to creating and understanding amongst the employees of how, what they do, impacts upon the organization. This has promoted the behavioral that helps achieve organization objectives through better productivity and a feeling of being valued and involved.

4. Piramal Glass

Piramal Glass is overarching business strategy has clearly demarcated proper care, asset care and process care. As part of people care- Piramal Glass undertakes an extensive employee engagement study every year. This enables Piramal Glass to ensure global standard for their people in terms of their training, learning and development.

This has resulted in creating a learning culture, leading to benchmarked performance and sustaining their core

values of knowledge action and care. Thus employees at Piramal Glass are most committed and more importantly most happy.

5. Birla Group

The employee engagement and employee care programme of Birla Group of industries resolves around giving people the space to take initiatives and to experiment. Their Employees Value Proposition (EVP) aims to deliver unique opportunities to their employees in terms of learning, career development, recognition and family wellbeing. This has resulted into culture characteristics of empowering and caring.

Aditya Birla Group regularly monitors employee engagement at all level cross the groups through the organization health study (OHS) which gives employee a unique opportunity to anonymously and frankly express their opinions on a range of issues.

The ABG awards for outstanding achievements is based on a number of group-wide competition like vision 2015, Oh Not So Smart, ABG values leadership poll etc. ABG has opened up various learning opportunity like Gyanodaya management learning, E-Learners- The Virtual Campus.

6. Godrej

In Godrej, the company motto is “take yourself lightly and take your job and your responsibility seriously” which means people are made to enjoy their work. Some fun initiatives have been undertaken like: Birthday celebration, annual get –together, department picnic, festival dress code, cultural celebration , online quiz, learning and sharing day, team lunches and movies, light off day, sense of humour, wall of fame to announce employee of the month or quarter and clipboards for posting jokes and cartoon as well as updates. This has brought up a culture of not only enjoying work but also taking one’s job seriously.

Conclusion

From the above study we come to the conclusion that all the Employee Engagement practices practiced in these selected companies either at a Reasonable or a Marginal level helps to build a strong culture of innovation, team building, commitment, productivity, positive leadership, enhances two way communication, ensures accountability and promotes transparency.

Employees feel a sense of responsibility and purpose if they are given opportunities through engagement practices that helps in building organization culture. Employees spend their entire day at the workplace and naturally the first issue that they would be

concerned with is their dignity. A supportive and participative environment will result into encouraging initiation and promoting innovative culture and the efforts would be reflected in the performance management system. The organization should continuously institute various initiatives for employee engagement by capturing their actual feelings that can help organization in building long lasting and sustainable culture.

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