

A Framework towards Employee Engagement: The PSU Experience

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Abstract

A successful employee engagement strategy helps to create a committed community at the workplace and not just a workforce. When employees are effectively and positively engaged with their organization, they form an emotional connection with the company. This affects their attitude towards both their colleagues and the company's clients and improves customer satisfaction and service levels. This article contributes to the existing literature of 'employee engagement' and will inspire employees to improve performance within the job for benefit of the organization as well as achieving organizational goals and improvement in customer satisfaction. This study will specifically emphasize the relationship between the management and employee and provide an opportunity of fair and equitable environment for effective improvement in service levels as well as organizational performance and customer satisfaction. At the end part of this paper the employee engagement initiatives taken by RSP (a unit of SAIL) will definitely support and evidence the existing literature in the present context.

Introduction

Employee engagement is a valuable concept for understanding and improving individual and organizational performance. In today's organizations, employee engagement is vital because more is being required of workers than ever before. Employee engagement has become a hot topic in recent years. Despite this, there remains a paucity of critical academic literature on the subject, and relatively little is known about how employee engagement can be influenced by management. Although there is a great deal of interest in engagement, there is also a good deal of confusion. At present, there is no consistency in definition, with engagement having been operationalised and measured in many disparate ways. Engagement at work was conceptualized by Kahn (1990) as the 'harnessing of organizational members' to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is the notion of flow. Flow is the state in which there is little distinction between the self and environment. When individuals are in flow state little conscious control is necessary for their actions. Employee engagement is thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus employee engagement is a barometer that determines the association of a person with the organization.

Engagement is most closely associated with the existing construct of job involvement (Brown, 1996) and defined as the degree to which the job situation is central to the person and his or her identity (Lawler and Hall, 1970). Job involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job

involvement results form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image. Furthermore engagement entails the active use of emotions. Finally engagement may be thought of as an antecedent to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs. When Kahn talked about employee engagement he has given importance to all three aspects physically, cognitively and emotionally, whereas in job satisfaction importance has been more given to cognitive side.

Human resource (HR) practitioners believe that the engagement challenge has a lot to do with how employee feels about the work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard and line managers try to engage them. But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connection with and contribute to something significant.

Conceptual Framework

Employee engagement (EE) is a relatively recent developed concept in human resource management and a mantra for today's workplace and leading organizations to recognize the vested interest for measuring, monitoring and maximizing the level of engagement amongst the employees. It is defined as the level to which employees are fully involved in their work, committed to their work, careful about their organization and colleagues and are willing to extend themselves and go the extra mile for their company to ensure its success. EE is a combination of organizational aspects like individual commitment, organizational citizenship behaviour (OCB) and employee motivation (Wash, 1999). The argument is that an engaged employee works with passion and is more committed to the organization. In the other words it is the extent to which people enjoy and believe in what they do and feel valued by doing it. It is the degree of commitment towards the hub which an employee performs and till how long the employee remains with the organization as a result of their commitment (Mahendru and Sharma, 2006).

In the changing global market, competition and managing change over a period of time the strategy of an organization has changed from just promoting the knowledge worker to increase EE. Employee engagement and organizational performance are highly interlinked (Concelman, 2005). The trend shows that almost all of the companies explore the possibilities for adopting employee engagement as a strategy for human resource planning (HRP). Harter, Schmidt and Hayes (2002) examined the relationship at the business unit productivity and employee engagement and noticed that the engaged employees are satisfied employees, which in turn leads to higher productivity. According to Erickson (2004), the best ways to shape the behaviour of an employee towards work is to improve employee engagement. But Stockley (2006) defined 'engagement' as the extent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions as an employee and their attitude towards the employer and customers. An institution's ability in providing psychological safety such as good support from the supervisors and rewarding system has a positive relationship with employee engagement, job enrichment and work role (May, Gilson and Harter, 2004). Value of assessment and taking feedback of employees has been followed

as practical strategy for employee engagement according to Glen (2006). He further adds that work environment is a better predictor in this direction. Miles (2001) described it as intensively involving all employees in high-engagement cascades that create understanding, dialogue, feedback and accountability, empower people to creatively align their subunits, teams and individual jobs with the major transformation of the whole enterprise.

Burke (2005) considered engagement as equivalent to direct assessment of an employee's satisfaction with the organization, his job, work group and working environment. More commonly, employee engagement has been defined as exhibiting discretionary effort defined as extra time, brainpower and energy (Towers-Perrin, 2003) for accomplishing organizational goals. An engaged employee is believed to display voluntary effort in solving organizational problems without being asked to do so, a behaviour described as discretionary effort. Wellins and Concelman (2005) have combined both discretionary effort and commitment in their definition of engagement. Engaged employees and organizations go the extra mile, and both reap mutual benefits. Gibson (2006) has defined employee engagement as 'a heightened emotional connection that an employee feels for his or her organization, that influences him or her to exert greater discretionary effort to his or her work'. High levels of employee engagement are associated with high levels of organizational performance (Soladati, 2007). A lack of employee engagement can lead to disloyalty and organizational failure (Khan, 2007). The focus for HR was on improving 'employee engagement', which was about creating an 'emotional connection' with employees so that they are passionate, committed, and long term attachment with the organization (Tomlinson, 2010).

Engagement is most closely associated with job involvement (Brown, 1996; Salanova, Agut and Peiro, 2005; Maslach, Schaufeli and Leiter, 2001) and task identification (Bass, 1999). Just as employer's job expectations from employees have increased, so also employees expect in return, better working conditions, equitable pay, fair appraisal technique, and better opportunity for career advancement. If any of these are denied, it may cause a breach of psychological contract between the employer and his employee. This may induce feelings of cynicism (negative attitudes) and lack of trust (Pate, Martin and Staines, 2000). Cynicism is considered to be closely associated with workplace burnout (Maslach and Leiter, 1997; Maslach and Schaufeli, 1993) which has been considered as a negative antithesis of job engagement (Maslach and Leiter, 2008). Trust has an important bearing on the level of engagement (Kouzes and Posner, 2008). Employees often find difficult to make informed decisions due to inaccessibility of relevant information. This, in turn creates a sense of mistrust within the organization. In fact, Pech (2009) has emphasized on the concept of trust and control as necessary conditions for enhancing performance. Job enjoyment, belief in what one is doing and feeling valued- all contribute to engagement (Wellins and Concelman, 2005). People tend to invest more time and effort in the roles they find enjoyable (Rothbard and Edwards, 2003). Moreover, individuals prefer to perform work that provides meaning, stability, a sense of community and identity to their lives (Holbeche and Springett, 2004). Besides, Parker, Jimmieson and Amiot (2010) showed that when individuals perceived high job control, they experienced greater engagement.

Robertson and Cooper (2010) have conceptualized the term ‘full engagement’ which encompasses psychological well being of employees and leads to greater individual and organisational benefits. Psychological well being of employees has been found to be an important driver of engagement and is reported to be directly correlated with performance (Wright and Cropanzano, 2000, Donald, Taylor, Johnson, Cooper, Cartwright and Robertson, 2005; Harter, Schmidt and Hayes, 2002). It denotes a feeling of happiness which arises when an employee enjoys performing his work. Thus, job which is both meaningful and pleasurable leads to psychological well being (Fredrickson, Tugade and Larkin, 2003). Poor psychological well being is manifested in the form of stress and poor mental health. It is caused by job related factors such as strained workplace relationships and less freedom at work. A matter of high concern for HR managers is that recent surveys indicate low levels of engagement in many countries (Robertson and Cooper, 2010). The belief that paying enough to the employees will ensure superior performance has become outdated (Woodruffe, 2006). Rather, employees are swayed by a host of non-financial factors. Job fit (Resick, Baltes and Shantz, 2007), affective commitment and psychological climate (Brown and Leigh, 1996) have been found to be positively and significantly correlated to employee engagement while engagement is found to be significantly related to discretionary effort and intention to turnover (Lloyd, 2008; Saks, 2006; Lockwood, 2007). People choose to work in those environments which provide opportunity for engagement (Schneider, Goldstein and Smith, 1995). Employee engagement matters as it impacts on companies’ bottom lines, both through human resource (HR) related impacts such as recruitment, training, and retention and through wider impacts on productivity, profit and achieving the core values, envisioned future and objectives of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.

Importance of Engagement

An organization’s capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. A highly engaged employee will consistently deliver beyond expectations (Wright and Cropanzano, 2000). 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.
- 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.

Antecedents and Consequences of Employee Engagement

The antecedents of engagement appear to be present in the conditions under which employees work and their outcomes are considered invaluable for an organization (Erickson and Gratton, 2007). The nature of work (challenging and task variety) and the

nature of leadership (transactional leadership) are the conditions that have attracted the most attention (Macey and Schneider, 2008). Although there is little empirical research on the factors that predict employee engagement, it is possible to identify a number of potential antecedents from the different studies conducted earlier.

- ***Job characteristics***

Psychological meaningfulness can be achieved from task characteristics that provide challenging work, variety, allow the use of different skills, personal discretion, and the opportunity to make important contributions. Job enrichment was positively related to meaningfulness and this mediated the relationship between job enrichment and engagement (May, Gilson and Harter, 2004; Maslach, Schaufeli and Leiter, 2001).

- ***Intrinsic and extrinsic rewards***

Extrinsic rewards are the tangible rewards mostly of a financial nature such as pay raises, bonuses, and benefits, given to employees. Intrinsic rewards are psychological rewards that employees get from doing meaningful work and performing it well. Extrinsic rewards though significant, play a dominant role in organizations where work is generally more routine and bureaucratic in nature (Bates, 2004). Furthermore, a sense of return on investments can come from external rewards and recognition in addition to meaningful work.

- ***Organizational and supervisor support***

According to the organizational support theory (Shore and Shore, 1995) in order to determine the organization's readiness to reward increased work effort and to meet socio-emotional needs, employees develop global beliefs concerning the extent to which the organization values their contributions and cares about their well-being. Perceived organizational support (POS) is also valued as assurance that assistance will be available from the organization when it is needed to carry out one's job effectively and to deal with stressful situations (Rhoades and Eisenberger, 2002). In addition, first-line supervisors are believed to be especially important for building engagement and to be the root of employee disengagement (Bates 2004; Frank, Finnegan and Taylor, 2004).

- ***Distributive and procedural justice***

Distributive justice deals with the ends achieved (what the decisions are) or the content of fairness, whereas procedural justice is related to the means used to achieve those ends (how decisions are made) or the process of fairness. A review of organizational justice research found that justice perceptions are related to organizational outcomes such as job satisfaction, organizational commitment, organizational citizenship behavior, withdrawal, and performance (Colquitt, 2001). When employees have high perceptions of justice in their organization, they are more likely to feel obliged to also be fair in how they perform their roles through greater levels of engagement.

'Engaged' employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They perform at consistently high levels and want to use their talents and strengths at work every day. They work with passion, drive innovation, and move their organization forward. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. The 'actively disengaged' employees are not just unhappy at work; they are busy acting out their unhappiness. 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. Thus antecedents are expected

to predict engagement and engagement predicts the outcomes, it is possible that engagement mediates the relationship between the antecedents and the consequences. The main reason behind the popularity of employee engagement is that it has positive consequences for organizations (figure 1).

- **Job satisfaction**

Job satisfaction, a widely researched construct, is defined as a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences (Locke and Henne, 1986). It has been found that while the relationship between job satisfaction and performance is weak at the individual level, but is stronger at the aggregate level.

- **Organizational commitment**

This also differs from engagement in that it refers to a person's attitude and attachment towards their organization. Engagement is not an attitude; it is the degree to which an individual is attentive and absorbed in the performance of their roles (Ostroff, 1992).

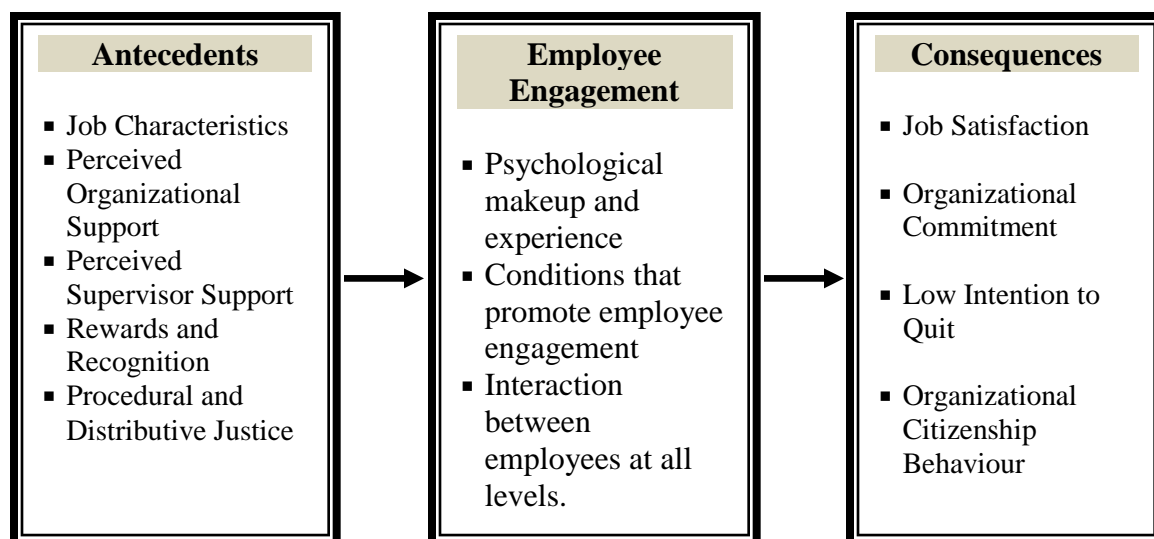
- **Intention to quit**

Intention to quit includes basically the reasons why employees are going to quit the job, and what factors made the employee to leave the organization (Bakker and Schaufeli, 2008). The engaged employees do not frequently quit the job.

- **Organizational citizenship behaviour**

Organizational citizenship behaviour (OCB) involves voluntary and informal behaviors that can help co-workers and the organization, the focus of engagement is one's formal role performance rather than extra-role and voluntary behavior. According to Maslach, Schaufeli and Leiter (2001), six areas of work-life lead to burnout and engagement: workload, control, rewards and recognition, community and social support, perceived fairness, and values. They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work.

Figure 1: Antecedents - Consequences Dynamics of Employee Engagement

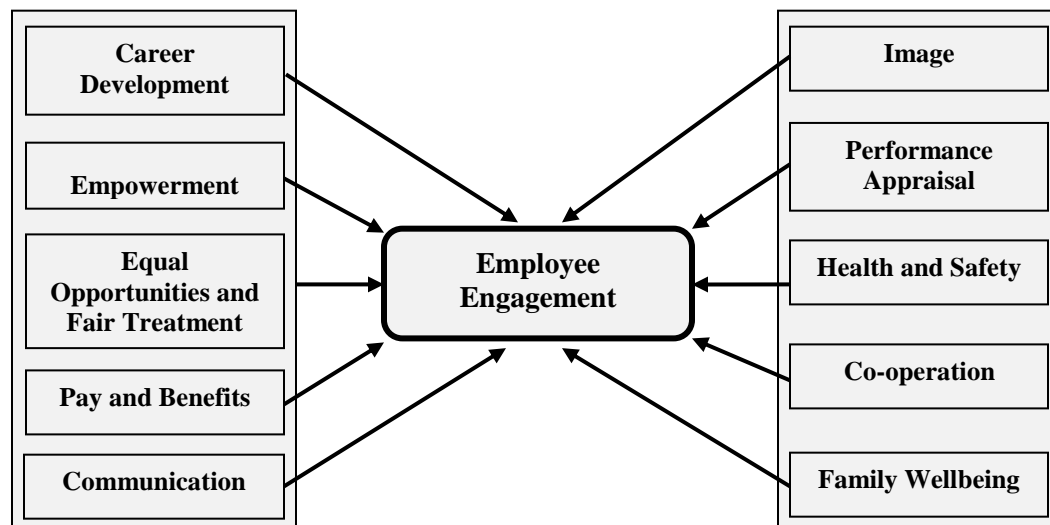


Source: Authors' own.

Drivers of Engagement

Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development (Concelman, 2005). Employees want to be involved in the decision-making processes that affect their work. If the employee is given a say in the decision making and has the right to be heard by his boss then the engagement levels are likely to be high (Schaufeli and Bakker, 2004) and engagement levels would be high if their bosses (superiors) provide equal opportunities for growth and advancement of employees (Burke, 2005). In order to boost engagement levels the employees should also be provided with certain benefits and compensations. Employees need to feel that the core values for which their companies stand are unambiguous and clear (Pech, 2009). High levels of employee engagement are inextricably linked with high levels of customer engagement, performance appraisal, and safe working environment (Shaw, 2005). If the entire organization works together by helping each other, the employees will be engaged. When an employee realizes that the organization is considering his family's benefits also, he/she will have an emotional attachment with the organization which leads to engagement. There are a number of reasons to expect engagement to be related to work outcomes. The experience of engagement has been described as a fulfilling, positive work-related experience and state of mind (Schaufeli and Bakker 2004; Sonnentag, 2003) and has been found to be related to good health and positive work affect. These positive experiences and emotions are likely to result in positive work outcomes. The engaged employees likely have a greater attachment to their organization and a lower tendency to leave their organization as reflected in figure 2.

Figure 2: Key Drivers of Employee Engagement



Source: Authors' own.

Employee Engagement Efforts: The RSP Experience

The organization where the study is undertaken is Rourkela Steel Plant (a unit of SAIL), Rourkela. SAIL is India's largest steel maker with a turnover of Rs. 43,935 crores during the year 2010-11 and ranks among the leading steel producers in the world, having

sufficient facilities for optimum utilization of its human resources. SAIL among the four 'Maharatnas' of the country, owns and operates eight manufacturing plants – five integrated steel plants at Bhilai, Durgapur, Rourkela, Bokaro, and Burnpur producing carbon steels and three plants at Salem, Durgapur and Bhadravati making Stainless and Alloy Steels. SAIL's subsidiary at Chandrapur is a bulk producer of Ferro-alloys. RSP is one of the unique Steel Plants under the SAIL umbrella with a wide variety of special purpose steels, started during the mid 50's of the 20th century in collaboration with leading steel makers from the federal republic of Germany. Pandit Jawaharlal Nehru, India's first Prime Minister had described the public sector steel plants set up in the 1950s as the temples of modern India. It is a unique plant producing a wide variety of flat steel products, which serve various special purposes. The present study is about enhancing employee engagement and its impact on organizational performance. The efforts given by RSP towards fostering employee engagement were:

a. Organizational culture

RSP promoting a strong work culture in which the goals and values of the organization are aligned across all work sections. It builds a culture of trust, confidence, tolerance, low ambiguity, and mutual respect by keeping success stories alive will not only keep their existing employees engaged but also encourages the new incoming employees with this contagious spirit of work culture. Consistent with company's vision, goals and strategies, RSP given emphasis on core values (customer satisfaction, concern for people, consistent profitability, and commitment to excellence) for business success.

b. Role of top management

Employee engagement requires active support and commitment from top executives through establishing clear vision, mission and values. Unless the people at the top believe in it, own it, pass it down to managers and employees, and enhance their leadership, employee engagement will never be more than just a corporate fad or another HR thing. Employee engagement does not need lip-service rather dedicated heart and action-oriented service from top management. Keeping in mind for active engagement of employees, RSP has taken strategic actions for the following:

- building long lasting relationships with customers;
- uphold highest ethical standards in conduct of business;
- create and nurture a culture that supports flexibility, learning and is proactive to change;
- charting a challenging career for employees with opportunities for advancement and rewards;
- the opportunity and responsibility to make a meaningful difference in employees life style.

c. Employee socialization

RSP executives are very careful in pooling out the potential talent of the new employee through effective recruitment. The manager has to ensure role-talent fit when placing an employee in a certain position. Once hiring decision is made the new employee should be given both general orientation which is related to the company vision, mission, values, policies and procedures and job-specific orientation such as his/her job duties, and responsibilities, goals and current priorities of the department to which the employee

belongs in order to enable him/her to develop realistic job expectations and reduce role conflict that might arise in the future.

d. Redeployment

This process is continuously carried out in RSP to meet the changing needs of individual and the organization. Redeployment in an organization helps individual employees in learning new skills and thereby breaks the monotony of doing the same job over the years. It helps them to get exposure to newer technology and also prevents job loss in the process of technological up gradation. For RSP, redeployment helping towards improved productivity as because of employees' satisfaction and perceived engagement.

e. Employee involvement

Clear and consistent communication of what is expected by employees will pave the way for engaged workforce. Proper sharing of power with employees through participative decision making will induce feeling of sense of belongingness thereby increasing their engagement in realizing it. Some key employee involvement strategies which are adopted by RSP towards proper engagement of the existing workforce are:

- **Mass contact exercise** which does not have a parallel in the corporate sector, where the Managing Director along with the Executive Director (Works) sits with nearly 500 employees on each Wednesday. The purpose is to identify the priorities of the organization through talking face-to-face and making presentations that spell out the achievements and shortcomings pointing out the areas where thrust is needed. Employees come forward with their commitment regarding what they would like to do individually and as members of their department to overcome the shortcomings and take the Rourkela Steel Plant forward.
- **Performance excellence workshops** is another programme where again the Managing Director along with the Executive Director (Works) sits with nearly 100 employees belonging to a specific department or function which also includes key members of support service departments. The workshop is highly interactive in nature where employees not only provide inputs about difficulties but also come out with concrete implementable suggestions involving their own actions.

f. Training initiatives

Training facilitates development of employee's knowledge and skills which in turn help in attainment of organization's goals and objectives. Generally it is understood that when employees get to know more about their job, their confidence increases there by being able to work without much supervision from their immediate managers which in turn builds their self-efficacy, commitment, and job involvement. Accordingly, RSP has formulated training and development initiatives for its employees and the salient features of these initiatives are:

- development of base-line standard of competency for different positions;
- meeting organizational, occupational and individual training needs identified every year;
- developing leadership skills to create proactive and dynamic organization;
- fostering climate of continuous learning through knowledge management;

- providing re-training for redeployment and multi-skilling training to support manpower rationalization; and
- evaluating effectiveness of training to continually enhance the quality of training in RSP.

g. Performance management

For an objective assessment of the performance and potential of the employees and to distinguish between different levels of performance, the HR department of RSP takes proper steps towards effective performance management. A comprehensive appraisal system for the employees has been developed to ensure an objective assessment of performance and potential of the employees and to integrate company's and individual goal. Performance planning will contribute significantly to role clarity, competency utilization, potential development, and performance improvements.

h. Pay and reward systems

RSP a unit of SAIL intends to introduce performance linked pay and recognition systems. SAIL believes in the philosophy that good performance should be recognized and rewarded. The quantum of rewards and the form of rewards depends upon many factors. The recognition and rewards may take many forms. Details of the performance linked pay and other rewards will be evolved after first year of the implementation of the employees' performance management system. In addition, RSP has introduced the following forms of non financial rewards such as: job design, praise, long service awards, work related trips, Chairman's dinner, Director's dinner etc.

i. Non-statutory welfare schemes

▪ **Mediclaim policy**

This Scheme has membership of following categories of SAIL/RSP employees: retired employees, employees who have taken voluntary retirement, employees who cease to be in employment on account of permanent total disablement, spouse of an employee who dies in service, and employees who resign at the age of completion of 57 years.

The members covered under the scheme can get themselves admitted in any of the registered nursing homes / hospitals anywhere in India including SAIL hospitals for major/minor surgical and non surgical diseases/hospitalization. The member can get the hospitalization benefit up to Rs.2,00,000/- per member per policy (with clubbing facility between employee and spouse). This limit includes domiciliary hospitalization. The limit of reimbursement of OPD expenses would be Rs.4000/- per member for the policy period.

▪ **Employees family benefit scheme**

To provide monetary benefit to an employee in case of permanent total disablement or permanent medical unfitness or to his / her family in case of death of the employee while in service of the Company. Employees who have put in a minimum of one year of regular service in the company (SAIL/RSP) are eligible for the benefit under the scheme.

On the separation of an employee from the services of the company on account of death, permanent total disablement or permanent medical unfitness, his/her nominee/the

employee, as the case may be, on depositing with the company a sum equivalent to the PF and Gratuity amounts due to the employee, would be entitled to monthly payments equivalent to the basic pay + DA last drawn as per the scheme. Such monthly payment would continue till the normal date of superannuation of the employee. If the amount deposited is less than the amount due as PF and Gratuity to the employee, the monthly payment will be reduced in the same proportion.

Impact of Employee Engagement

Conducting regular survey of employee engagement level at RSP helps to identify key factors that make employees engaged. After finalizing the survey, it is advisable to determine all the factors that driving engagement in the organization, then narrow down the list of factors to focus on two or three areas. It is important that organizations begin with a concentration on the factors that will make the most difference to the employees and put energy around improving these areas as it may be difficult to address all factors at once. RSP executives developed action-oriented plans that are specific, measurable, and accountable and time- bound to build the climate of workforce engagement.

Labour productivity (LP) is considered as an indicator of productivity of the workforce directly engaged in production process of any organization. LP as an improvement factor and makes effort to bring it at par with the competitors in the industry or world class organizations. Being a manufacturing industry, RSP gives continuous thrust to enhance its LP to bring it at par with other steel manufacturers. In RSP, substantial improvements have been noticed in LP due to manpower right sizing, employee engagement initiatives, technological up gradation. During the period 2004-2011, the total manpower of RSP reduced from 22991 to 18822, LP has been improving from 88 to 181, and turnover has been gradually increasing from Rs. 2309.84 crores to Rs. 7445.00 crores, nearly more than three times during last ten years (table 2, table 3), which are the outcome of proactive employee engagement measures of RSP.

Table 1: Calculation of Labour Productivity

$$LP = \frac{\text{Crude Steel Production} + 50 \% \text{ of Saleable Pig Iron}}{\text{Average Works (Technical) Manpower}} \times \frac{365}{\text{Duration for which LP being calculated (Number of days)}}$$

Table 2: Manpower and Labour Productivity of RSP

Status	2004-05	2005-06	2006-07	2007-08	2008-09	2009-10	2010-11
Manpower	22991	22297	21680	21105	20192	19455	18822
Labour Productivity	88	128	148	158	162	173	181

Source: Deptt. of Personnel (PIS Section), RSP

Table 3: Year-wise Production and Turnover of RSP

Financial Year	Production (in MT)			Turnover (Rs. in Crores)
	Hot Metal	Crude Steel	Saleable Steel	
2001-02	1.46	1.33	1.35	2309.84
2002-03	1.64	1.47	1.52	3144.88
2003-04	1.72	1.57	1.57	3813.88
2004-05	1.69	1.60	1.55	4674.19
2005-06	1.77	1.66	1.61	4586.65
2006-07	2.12	1.99	1.94	6335.90
2007-08	2.22	2.09	2.06	7321.66
2008-09	2.20	2.08	1.98	7623.17
2009-10	2.26	2.12	1.99	6992.24
2010-11	2.30	2.16	2.03	7445.00

Source: Deptt. of Finance, RSP.

Conclusion

Employee engagement is indeed a concept which if implemented properly makes a lot of sense. It is a simple idea rationalizing the fact that the engagement and commitment of employees towards their work and organization can make a huge difference. Engaged employees create winning organizations that are more profitable, a fun place to work in and offer superb customer services and other solutions for which the organization exists. Today, however, there is clear evidence that business leaders are not simply saying this – they are actually experiencing it too with the engagement tools. So that employee engagement has potential applications for HRM practices such as role definition, support and flexibility. People are a key component of any company's ability to execute its strategy and achieve its goals. Companies who are able to better engage their people also deliver better business performance and maximize the shareholders value. Now almost all of the organizations have investing money towards people (HR-related practices), so that it will create value for organizational performance.

Increasing employee engagement is highly dependent on leadership and establishes two way and transparent communication where people work and views are valued and respected. It is about building a truly great relationship with the workforce. Any organization that embraces fine management philosophy, recognition of employee's talent, potential and is committed to providing enriching professional experiences is bound to succeed. The drivers of employee engagement which are motivating employees to fully involve in their work and committed to their work, care about their organization and colleagues and are willing to go the extra mile for their organization to ensure its success.

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