

Married to the Job?
A Study of
Drivers of Employee Engagement

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The present book is based on a series of studies conducted by Shri Ram Centre, designed to understand organizational climate and its role in driving employee engagement in a variety of Indian organizations. The perceptions of about 35,000 employees gauged through specially designed questionnaires and in-depth interviews with a select few brought to light the following six management functions as critical determinants of executive's engagement:

- **Job Content:** (autonomy, challenging, opportunities for learning)
- **Compensation / Monetary Benefits:** (attractive salary vis-à-vis qualifications and responsibility, adequate compensation for the work and intra-organization parity).
- **Work Life Balance:** (appreciative of personal needs, able to spend time with family).
- **Top - Management Employee Relations:** (approachability of top management, their values and ethical conduct, equality in treatment, respecting the views of subordinates, providing an environment of working together).
- **Scope for Advancement and Career Growth:** (well designed policy, adequate opportunities for career growth and advancement, clearly laid down career growth paths; implementation of the promotion policy in a fair and transparent manner, help to the employees in achieving growth).
- **Team Orientation / Team Work:** (importance, cooperation in inter- and intra - department teams).

Analysing the above critical determinants and other related factors, the book makes specific recommendations and suggests interventions to promote employee engagement in Indian organizations. The study findings provide a guide to the management to formulate and implement policies to enhance employee engagement. Employee engagement, as is well known, has a direct relationship with employees' and organization's performance.