

## **Abstract**

'Employee Engagement' is a buzz word across many companies today as companies seek various ways to improve the productivity of their staff as well as reduce attrition of employees. Surveys are the most common means of measuring employee engagement today. Despite the numerous surveys conducted by companies either internally or by using consultancy firms to gauge the engagement levels of their staff, measuring the employee engagement accurately remains an elusive goal and one of the enduring challenges for HR practitioners.

The current research was undertaken to assess the efficacy of current employee engagement surveys and to understand why the companies still struggle to measure accurately how engaged their staff are. What the researchers discovered during this study was that many of the surveys which are currently in use tend to measure what drives employees to be engaged (influencing factors). The danger in not measuring right factor is that a company would not be able to take necessary actions towards understanding the situation of the staff. However, one of the most important aspects of employee engagement would not be revealed through such surveys. That is, to ascertain the level of engagement of their current staff and what is required to improve the existing engagement levels further. By measuring only the influencing factors or consequences and not the current engagement levels, a company runs the risk only treating the symptoms of a problem and not the problem itself.

In order to measure the engagement levels of current staff more accurately, researchers have developed a new scale. This model focuses on five key factors which provide an insight into the engagement level of an employee. These five factors are employee confidence at work and work environment, supportive leadership, identification with organization, identification with leader and meaningfulness. The new scale was used in an industry survey conducted in IT/BPO/KPO and apparel industries with a sample of 12,000.

Finally it is to be noted that this research has shed light on three key areas. When measuring employee engagement, one should look at the engagement level of existing staff and not simply the influencing factors for employee engagement. By ascertaining the current engagement levels, it is possible for companies to take meaningful measures, especially focusing on those disengaged staff. To a great extent, employee engagement depends on the relationship an employee has with his/her manager.