

**A STUDY OF APPROACHES AND PRACTICES OF  
EMPLOYEE ENGAGEMENT ACROSS COUNTRIES  
WITH THE OBJECTIVE OF  
ESTIMATING EMPLOYEE ENGAGEMENT  
IN HIGHER EDUCATION INSTITUTIONS IN INDIA**

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**ABSTRACT:**

Employee engagement has been identified as the central approach to retain high performing employees so as to attain high customer satisfaction and continued success in business. High performing employees and their motivation levels are the key requirements to produce a satisfied customer. Employee engagement requires a high level of emotional bonding between the employee and the company that enables employees to run the extra mile to achieve high customer satisfaction and contribute more to the success of the organization. This paper is the outcome of an attempt to measure employee engagement using a questionnaire based study without losing focus of the key business objective of attaining high customer satisfaction. High employee motivation is achieved through effective leadership that communicates organization philosophy and values to all employees, an organization culture of trust and care, communicating organizational expectations unambiguously to employees, making necessary resources available to employees to meet organizational expectations, rewarding efforts of employees, particularly, when they perform beyond expectations and see their job as adding value to them through development of skills that are valued highly by potential employers. Care was taken to ensure that the key categories formed, namely (a) Leadership, Culture, Communicating organization philosophy and values and (b) Communicating expectations, providing resources, rewarding performance and value addition were independent of each other this was further validated using the coefficient of correlation between these categories. This study brings out the high correlation between the two categories above and employee motivation, a key enabler in employee engagement. The paper lists the questions aimed at seeking specific information from respondents.

**KEY WORDS:** Employee engagement, Employee motivation, Leadership, Organization culture, Customer satisfaction.

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