REWARDMANAGEMENT: EMPLOYEE ENGAGEMENT AND EMPLOYEE RETENTION ARE ACHIEVED THROUGH MOTIVATION AND REWARD FACTORS

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ABSTRACT:

Motivating and Rewarding Employees through Effective leadership has been a never ending process of self-study, education, training, and experience. According to a study ,Trust and Confidence in top leadership was the single most reliable predictor of employee satisfaction in an organization. Effective communication by leadership was the key to win organizational trust and confidence. In the series of polls on employee engagement majority of employees are not fully engaged in their work. Engagement is the "positive emotional connection an employee has to their work and their workplace" - in short, caring about work leads to commitment and wanting to give more than is required or expected. Employee engagement is a positive emotional connection to the work they do and a "thinking connection" to the belief in the goals, purpose and mission of that work.

"When the world was going through recession and industries were preparing for a deep slow down. The quality of Employee relations is fundamental to economic prosperity. According to the various HR experts and professionals, the prime reasons of present high attrition rate in all sector is due to the rising and unsatisfied aspirations of the employees. This article highlights the issue on the employee engagement and retention in and around how corporate influenced by Motivation and Reward Factors by effective Leadership .Leaders of organizations are expected to provide a sense of meaning and purpose for their employees. In today's highly competitive environment, organizations have to make efforts to enhance the organizational commitment of employees. Key employee retention is critical to the long term health and success of your business. Which ensures customer satisfaction, product sales, satisfied coworkers and reporting staff, effective succession planning and deeply imbedded organizational knowledge and learning.

"Motivation is the willingness to exert high level of efforts towards organizational goals, conditioned by the effort's ability to satisfy individuals". Probably no concept of human resource management received as much attention of academicians, researchers and practicing managers as motivation. Every organization requires human resources, in addition to financial and physical resources for it to function. Recognition & Rewards (R & R) programs which are the most cost effective medium to ensure that talented employees stick to the organization. An effective motivation and reward system will definitely encourage the best performers to be committed to the organization. The same motivation and reward system will cause the poor performers to leave the organization. Both intrinsic and extrinsic rewards can

be used inarguably used to enhance organizational commitment. This study is expected to help organizations and also academicians on having an insight on how to run a business successfully, whether public or private .It is now known by research that motivated and rewarded employees are satisfied and will increase their inputs to the highest level and they will also contribute to the overall success of the organization.

Key Words: *Employee - Attrition, Relation   Engagement, Retention, Motivation ,Organization Commitment , Recognition and Rewards.*

1.INTRODUCTION:

The base of the organization revolves around the development of shared meanings, beliefs, values and assumptions that guide and are reinforced by organizational behavior. Employees are considered as an important asset to the organization. Culture is the environment that surrounds employees at work. Culture most commonly refers to ways of thinking, values and ideas of things rather than the objective, concrete and visible part of an organization. Organizational culture has influenced employee retention and it is a major determinant of an employee's efficiency and effectiveness in carrying out their jobs and stay in the organization. Organizational culture is based on the history and tradition of the organization. It is the ability of the employee to adapt to the organization's tradition and systems that will enable the employee to stay back in the organization. Therefore this study tries to help managements to get an insight into what role motivation and commitment play in enhancing the organizational commitment level of employees and also discusses about the fair means of motivating and rewarding employees via skill alignment and benefits management etc. This would create a competitive advantage for the organization by having a competent workforce and sound workplace. The methodology adopted is the review of literature based on past researches, on the motivation, reward factors and organizational commitment.

Management process and managing people at work can be said to be inseparable. Some organizations consider their employees to be fundamental source of improvement. This paper is intended to analyze the influence of motivation on best performers' organizational commitment.   Nowadays most of the organizational, private or public, do not take into consideration the well being of the employees .We also see that most of the employees are not committed to their work. This also shows that this observation can be attributed to lack of proper motivational and reward factors. This paper attempts to bring into light some possible factors from previous researches that will contribute to enhancing the commitment level of employees.

It is a constant struggle for organization to make profit and sustain. Individuals working in any organization like to be associated with recognition ; that also provides them satisfaction and motivation in one way or another (Maslow,1954).Additionally ,it can also be said that a well-motivated employee will give his best to the organization. Reward Management is a system for managing, gathering, refining, analyzing and disseminating knowledge in all of its forms within an organization to fragment experiences, values, contextual information, expert insight and grounded intuition that provides an environment and framework for evaluation of rewards.

2. Leadership and Challenges in 2014

Leadership is an ability to align and best utilize the skill sets to deliver efficiently on a journey. Leader should have a clear vision and the key strategic pillars. He should engage with right people who have right skills to deliver on it. Organizations should encourage leaders to engage with their staff to provide details of strategy and key strategic initiatives. This will result in 2 way dialogue and encourage their staff to own the strategy. By engaging with their team, the people will recognize that their leaders genuinely care for them. There is a lot of evidence suggesting that fully engaged staff will have a major impact on business results.

As businesses shift towards collaboration model, the biggest challenge that leaders today face is investing time in grooming leaders and employees to follow the leaders. In a rapidly changing world of work, leaders face an increasingly complex challenge understanding what motivates employees and drives job satisfaction, commitment, pride and advocacy. Globalization, changing demographics, economic turbulence, narrowing leadership pipelines, evolving business models, transformational communication technologies and the rise of the virtual work place are all trends placing new pressures on leaders and complicating the engagement issue. Leaders today need to be able to create inspiring workplaces that truly engage employees to give their best to the organization according to the specific generations. Leaders should continuously engage the collective intelligence of young employees who will be better placed to manage the change they see.

2.1 Going social: the hands- on networking age

The social media networking techniques are very much in vogue. But the challenge remains the same- will leader be able to engage more and more people on the go. In a world where technology is at the zenith, one could watch 2014 on digital platforms like Skype, Facebook and YouTube. So corrective policies and optimum utilization of the same can prove extremely fruitful.

2.2 Creating the Conditions for Engagement

Alarmingly, "disengagement crisis" is a great threat which results in lost productivity. Indeed, in their worker happiness study, "As long as workers experience their labor as meaningful, progress is often followed by joy and excitement about the work." The indication comes from several factors including autonomy and time to reflect and solve problems. Employees want to see the connections between what they do and the company's results. Leaders should create favorable work environment for deriving best results from his employees.

2.3 Engaging Employees through Sustainability

Research indicates that companies have a long way to go to enable their employees to clearly engage with their sustainability strategies. An empirical study shows that those companies in the committed category were much more likely to have a clear strategy for engaging employees in the organization's sustainability work. The committed companies were also more likely to have mechanisms in place for incorporating employees' knowledge and ideas into company efforts toward sustainability. When employees understand how their labors contribute to the competitive advantage of their companies and to the betterment of their worlds, they are more likely to feel that their work is meaningful.

2.4 The work itself, including opportunities for development

Engagement-focused companies have found ways to make work an effective driver of employee engagement. Some companies may have flattened their organizations, limiting the opportunities for traditional promotions and upward advancement, but they allow employees to grow within a job through expanded training opportunities and to move laterally within the organization. Leaders can give all possible opportunities for their employees to grow and improve their competitive advantage.

2.5 Confidence and trust in leadership.

Engaged employees see and experience their leaders acting in accord with the expressed values of the organization and allocating resources in ways that support strategy. Strong leaders believe in acting in visible and transparent ways that generate involvement with customers and employees. Leaders who can help employees see how strategy relates to various processes and procedures build engagement and make the business a successful one.

2.6 Recognition and rewards

Recognizing individual and group performance and contributions in tangible and immediate ways enhances an employee's sense of the organization's appreciation and support of his or her efforts. While competitive pay and cash bonuses are not, in and of themselves, engagement drivers, they should be structured so as to be internally fair and externally competitive and, therefore, not de-motivators. Nonmonetary rewards, both formal and informal, are an effective part of a reward mix that supports engagement.

2.7 Organizational communication

In organizations with engaged workforces, information cascades from top management to employees in a timely and orderly fashion, with processes established to build upward flow of information from employees to top management. Supervisors should be trained to actively disseminate information, handle questions and provide feedback – effective ways to build awareness, understanding and cooperation. Communication should be planned, yet it is flexible enough to meet the day to-day needs of information-thirsty employees and crafted to take into account the various learning styles within the organization and the communication vehicles preferred by employees (for example, face-to-face meetings, e-mail, intranets, print newsletters or regular home mailings). Leaders should find time to communicate with his fellow followers and make them feel that their opinions and grievances are considered.

2.8 Blending the local with the global

Best-practice organizations recognize the influence of regional and national cultures on employees' perceptions. For example:

■ Chinese employees value benefits much more than learning and development opportunities, while just the opposite is true for workers in Sweden.

■ Japanese employees place great emphasis on base pay – and at the same time also value incentive compensation more than other countries.

Leaders in the modern world should understand the local and global culture; ensure that the employee engagement measures are well suited for the respective cultures.

2.9 Using norms to better interpret internal employee survey data

While employee surveys provide valuable insights about employee perceptions within an organization, multinationals that seek to compare findings across regions or assess their performance as a whole, without reference to local and global norms, could misinterpret the results. Without proper information, the organization could allocate resources to solving a problem that might not be a problem, but a reflection of general attitudes and culture in that country. Meanwhile, leaders might ignore an area in which the organization's absolute score was "high" but which could have been expected to be higher given local norms. In this global scenario, leaders should not consider the workforce globally, but unique local human resources.

3. EMPLOYEEENGAGEMENT :

Engagement refers to an employee's willingness to work for the success of his or her job and organization. It reflects how employees feel about the overall work experience – the organization, its leaders, the work environment, and the recognition and rewards they receive for their efforts. Employee engagement fosters and drives discretionary behavior, eliciting employees' highest productivity, their best ideas and their genuine commitment to the success of the organization. Engagement contributes significantly to an organization's performance, leading to improvements in service quality, customer satisfaction and long-term financial results. It consists not just of traditional notions of job satisfaction but of an active commitment to do the job well and help the organization achieve its goals and strategies. Engaged employees take pride in their organization and work; take ownership of their projects; talk positively about themselves, their employer and the goods and services they help deliver; view working for their organization as a career, not just a job; and, above all, perform better. According to a survey by Coffman (Simon and Schuster, 1999) "A highly engaged workforce is 50% more productive than an unengaged workforce and displays retention rates that are 44% higher.

Some striking similarities in the factors that drive engagement and the personal investment that employees make to their organizations. Some of the points they highlighted in the survey are:
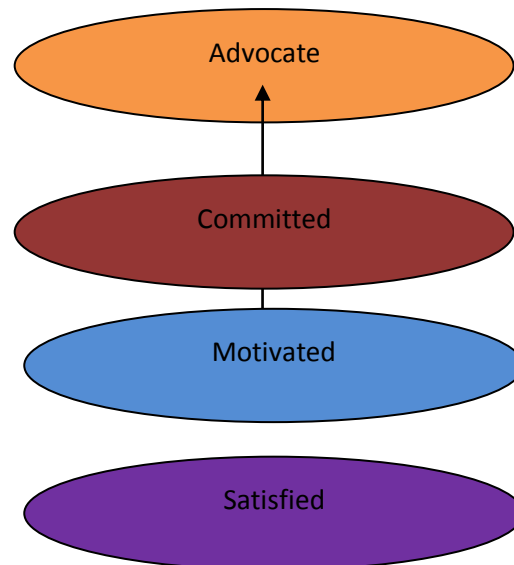
1. Being part of a winning organization: Employees want to know they are part of a winning organization.

 2. Working for admired leaders: "Admired leaders" is one of the most important non-monetary drivers of performance, who create the conditions for high engagement.

3. Having positive working relationships: Employees value positive working relationships with high caliber and professional colleagues and also they are excited to work with them.

4. Doing meaningful work: Employees often want to do meaningful work which impacts organization's vision and strategy.

5. Recognition and appreciation: Recognition in the form of monetary and non monetary (recognition) rewards is another important driver of employee engagement. Recognition also means that leaders notice the often unnoticed things that employees do, to make their organizations successful.

6. Living a balanced life: Organizations that create cultures that value balance, and assist employees to achieve life balance will be rewarded with highly engaged employees. Work-life balance does not mean that employees are not loyal, nor committed to their organizations; it means that employees want to lead whole lives, not lives solely centered on work. When leaders understand the factors that drive employee engagement, they are then able to create the conditions that drive higher levels of organizational performance.

3.1 Mercer's Employee Engagement Model:

Through research and work with organizations worldwide, Mercer has identified four stages that represent increasing levels of engagement within the organization and correspond to particular psychological states. These four dynamic stages – **Satisfied, Motivated, Committed** and **Advocate** – are depicted as a continuum in Mercer's Employee Engagement Model.

Generally speaking, whatever stage an employee is at on the engagement continuum, strategic leadership efforts are needed to optimize the working relationship between employee and employer – and facilitate the movement of the employee to the next stage in the model.

Satisfied:

■ Enjoys job

■ Is not dissatisfied with terms and conditions

■ Content to work alone

■ Does not go "above and beyond"

■ Not necessarily a team player

■ Often externally focused

Motivated:

■ Contributes energetically

■ Strives to achieve personal goals

■ Values achieving personal goals more than team/organizational goals

■ Focused individual contributor

■ More loyal to personal professional goals than to the organization

Committed:

■ Loyal to organization, optimistic for the future

■ Sees the bigger picture, with a sense of how job fits in

■ Collaborates to achieve team goals

■ Openly ambitious for self, team and company

■ Believes the organization will enable his/her good performance

■ Has a sense of belonging to organization; feels valued and involved at work and expresses views freely

Advocate:

■ Contributes discretionary effort

■ Proactively seeks opportunities to serve the mission of the organization

■ Speaks positively about the organization's products and services

■ Recommends organization as an employer

■ Is willing to withhold criticism and/or be constructively critical for the good of the organization

■ Resilient to short-term dissatisfiers

4. EMPLOYEE RETENTION:

As Organizations began to understand the impact of Employee Turnover, a management tool was developed that is Employee Retention. Employee retention is a process in which the employees are motivated to remain with the organization for the maximum period of time or until the completion of the period. Employee Retention is all about keeping the good people within the organization. Emerging trends in today's fast growing corporations points that there is an urgent need that the business and Human performance experts should address not only the security needs but also respect, recognition, achievement, life-long learning.

The most challenging issue faced by the industries is to retain their employees, since there is an increased Job Mobility in today's global workforce. There are many opportunities available in the market for talented people and many organizations are searching for efficient and effective people; therefore, if a person is not satisfied with the current job he/she can switch to a suitable job. The cost of losing a skilled/talented employee is greater than hiring a new employee. Thus, employee retention is more beneficial for any organization.

Employee's turnover in industries has negative impact on the remaining employees, clients, and organization itself as well as losing skilled or trained employees. Employee's high turnover tends to be cyclical, in that high turnover gives additional workload burden to remaining employees and causes lack of continuity of production process in the industries.

Why do people leave the organization?

Employees leave the organization due to many reasons. That could be either personal or official reasons. The most common reasons for employee turnover are:

- Job and Person mismatch
- Lack of Career growth
- New attractive job and better compensation packages offered by other companies
- Lack of appreciation by the superiors which lead to de-motivation and employees lose interest.
- Stress and Work-life balance.
- Lack of trust and support in co-workers, seniors and management.
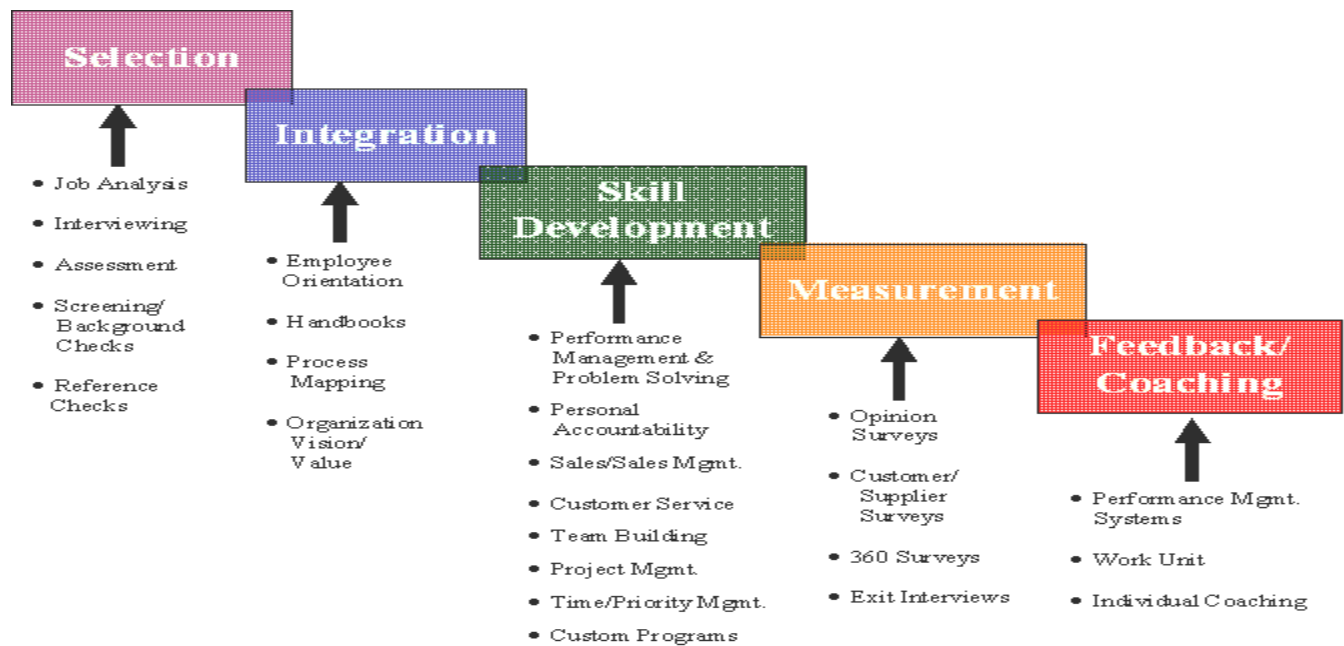
4.1 Effects of Employee Turnover:

Nowadays all the industries around Coimbatore are planning to increase the employee turnover because of the insufficient power supply. While in all these workout of increasing the turnover, they forget about their loss incurred by the resignation of employees.

- **Hiring Cost:** The expenses of hiring new employees will be a burden on the firm. This hiring of a new employee normally costs around 35% or more of the average employee salary.
- **Training Cost:** If an employee resigns, then good amount of time is lost in training and this goes to the loss of the company directly which many a times goes unnoticed. And even after this, there is no assurance of the same efficiency from the new employee.
- **Voluntary Quits:** Voluntary Quits represents an exodus of human capital investment from organizations and the subsequent replacement process entails costs to the organizations.
- **Output:** Addition to these replacement costs, output would be affected to some extend or output would be maintained at the cost of overtime payment.
- **Profits:** Many researchers argue that high turnover rates might have negative effects on the profitability of organizations if not managed properly.
- **Reputation:** No one feels confident dealing with an organization, which cannot hold onto their employees. It suggests instability, poor management and lack of good planning. Losing talented individuals can damage the company's reputation for years to come.
- **Increases Workload:** Positions which are made vacant create increased workloads for the existing staff members. The sense of instability and frustration can cause work backlogs and slow productivity.

Employ the below given factors in your organization to retain your desired employees and attract the best talent, too.

Refer below RM Diagram NO:1
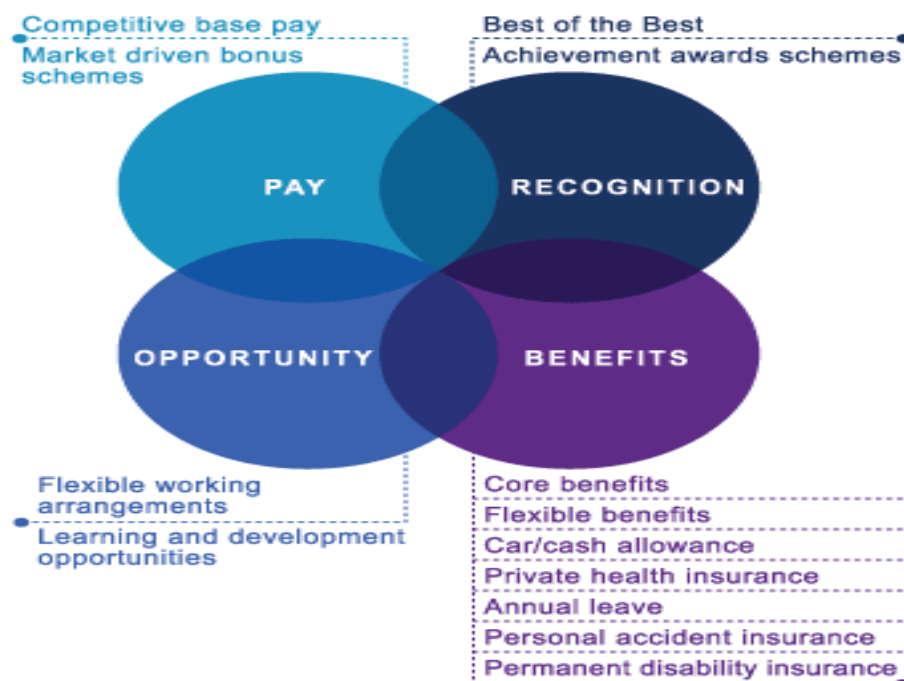
Retention Model Diagram

4.2Best Practices to Increase Employee Retention

Companies have now realized the importance of retaining their quality workforce. Retaining quality performers contributes to productivity of the organization and increases morale among employees. Four basic factors that play an important role in increasing employee retention include
i)   Salary and Remuneration
ii)   Providing Recognition,
iii)   Benefits and
iv)   Opportunities for individual growth.

But are they really positively contributing to the retention rates of a company?

Basic salary, these days, hardly reduces turnover. Today, employees look beyond the money factor.

Employee retention increases by inculcating the following practices refer above *Diagram No:2*

1.   **Open Communication:** A culture of open communication enforces loyalty among employees. Open communication tends to keep employees informed on key issues. Most importantly, they need to know that their opinions matter and that management is 100% interested in their input.

2.   **Employee Reward Program:** A positive recognition for work boosts the motivational levels of employees. Recognition can be made explicit by providing awards like best employee of the month or punctuality award.

Project based recognition also has great significance. The award can be in terms of gifts or money.

3.   **Career Development Program:** Every individual is worried about his/her career. He is always keen to know his career path in the company. Organizations can offer various technical certification courses which will help employee in enhancing his knowledge.

4.   **Performance Based Bonus:** A provision of performance linked bonus can be made wherein an employee is able to relate his performance with the company profits and hence will work hard. This bonus should strictly be productivity based.

5.   **Recreation facilities:** Recreational facilities help in keeping employees away from stress factors. Various recreational programs should be arranged. They may include taking employees to trips annually or bi-annually, celebrating anniversaries, sports activities, et al.

6.   **Gifts at Some Occasions:** Giving out some gifts at the time of one or two festivals to the employees making them feel good and understand that the management is concerned about them.

Employee Retention Strategies is uniquely designed to provide small- to medium-sized organizations (and business units of large organizations) with affordable, effective, fast and lasting solutions to improve employee retention, satisfaction and commitment.

4.4 Hallmarks of Retention Superstars

In examining both the research and the practices of retention leaders, 10 themes emerge. These themes are core beliefs that govern decisions that affect employees, and, in turn, customers.

1. Value your employees, and you'll have better business results.
2. Employees who contribute to how work gets done are more engaged and loyal.
3. Pay and benefits matter. But you can't "buy" true commitment.

4. Layoffs are a last resort.

5. Learning and development are priorities.

6. Reputation breeds retention.
7. Simple and lean allows people to do what they love. Work should make sense.
8. The Golden Rule still rules.
    Respect for employees by management is a hallmark of organizations with low turnover.

9. Keep people "in the know," not in the dark. "no secrets" culture in which results of customer satisfaction, finances and employee satisfaction are shared with everyone.
10. Hire as if you could choose your family members.

4.5 Solution for Employee Retention:

For retaining employees, one need to understand the requirements of the employees at the same time should make them clear about the expectations of the industries from them. Every employee need recognition and respect from the company they work for.

Few tools are used for Employee retention, they are:

- **Employee Reward Programs:** A provision of monthly or quarterly award for the best employee can be given. The award can be in terms of gifts or money. These rewards can be considered at the time of appraisal.

- **Career Development Programs:** Every individual is worried about his/her career. Employees can be provided conditional assistance for certain courses which are beneficial from business point of view.

- **Performance based Bonus:** The employee always comes to know about the profit of the company, which is of course based on the strategic planning of the top management and productivity of the employee.

- **Employee Referral Plan:** Employee Referral Plan can reduce the cost of hiring a new employee and up to an extent one can rely on new resource.

- **Loyalty Bonus:** Loyalty Bonus Program can be introduced in the industries where employees will be rewarded after a successful completion in a specified period of time. This can be in the form of position or money.

- **Making the managers effective and easily accessible:** By making the managers easily accessible, employee expectations can be clearly communicated to the top management, as it is impossible for the top management to reach each employee frequently.

- **Quality of Work:** Organizations are required to retain employees by addressing their work life issues. The factors that are relevant to an individual's quality of work life include the task, social environment, physical work environment and relationship between life on and off the job.

- **Managers role in Retention:** When asked about why the employees leave the organization, low salary is the common excuse. However, people join companies, but leave because of what their managers do or don't do. Managers can reduce employee turnover by creating a motivating team culture and improving the relationship within team members.

- **Safety and Welfare measures:** Companies should provide adequate safety measures to the employees while they are at the workplace. They should concentrate on the welfare measures and make them stay in a company for a longer period.

5. MOTIVATION :

The word motivation can be traced to the Latin word "Movere", which means "To move". The meaning of this word is comprehended by various theorists in different ways. To Fred Luthans , "Motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a desire that is aimed at a goal or incentive". "Motivation is the willingness to exert high level of efforts towards organizational goals, conditioned by the effort's ability to satisfy some individual"

Probably no concept of human resource management received as much attention of academicians, researchers and practicing managers as motivation. Every organization requires human resources, in addition to financial and physical resources for it to function. Three behavioral dimensions of human resource that are significant to the organization are

(i)   People must be attracted not only to join the organization but also to remain in it.
(ii)   People must perform the tasks for which they are hired and must do so in a dependable manner.
(iii)   People must go beyond this dependable role performance and engage in some form of creative, spontaneous and innovative behaviour at work.

In other words, for an employee to be more committed the organization must come to grips with the motivational problems of stimulating both the decision to participate and the decision to produce at work. It should be noted that all things do not mean the same to all men. The environment is a very critical factor in motivation. But the stimulation that is available in the environment also depends upon the individual's perception of the value of that stimulation or the relationship that stimulation has to the commitment to be achieved. All the theories of motivation can be classified into three categories based on their focus namely: content, process and situation.

Table: Classification of Theories of Motivation

Content Theories	(What Needs Motivate People?)	
Hierarchy of Needs	A Maslow	1954
Theory X and Y	D Mcgregor	1960
Achievement – Affiliation-Power	D Mcclelland	1961
Existence – Relatedness-Growth	C Alderfer	1968
AT&T Model	Hall &Nongaim	1968

Process Theories	(How Motivation is Maintained?)	
Expectancy(Benefits)	Vh Vroom	1964
Goal-Setting	Ea Locke	1968
Cognitive Evaluation	R De Charms	1968
Expected Outcome	Heckhauser et al	1985
Belief	Heckhauser et al	1985
Social Cognition	A Bandura	1986
Attribution	F Heider	1986

Situational Theories	(Environmental Factors)	
Motivation – Hygiene	F Herzberg	1959
Equity	J S Adams	1965
Reinforcement	B F Skinner	1971
Job Characteristics	Hackman & Oldham	1975
Social Learning	A Bandura	1976
Agency	Jensen & Meckling	1976
Reciprocal Determination	A Bandura	1977
Don't Forget Ability & Opportunity	L H Peters et al	1980
Person's Disposition(Personality)	Kohn & Schooler	1982
Past Attitude	Stow & Ross	1985
Complexity-of-the-job	Clegg & Wall	1990
Matching skill-Ability-Job Demand	Caldwell & O'reilly	1990
Big Five Factors of Personality	Barric & Mount	1993

The above motivational theories clearly indicate the factors that drive employee behavior. The main challenge is to harness motivation to produce desired level of commitment.

6.REWARDS :

Today's managers face the challenge of deciding the reward system. organizational resources, competitive influences , labor market constraints and government regulations are few of the many factors that must be considered in developing & maintaining reward programs. Some managers assume that high turnover invites some controversy because high employee turnover indicates more expense for an organization. However some organizations would benefit if low performers quit. "Ideally, if managers could develop reward systems that retained the best performers and caused poor performers to leave, the overall effectiveness of an organization would improve. To approach this ideal state, an equitable and favorable compared reward system must exist.

According to McCormick and Tifflin (1979), rewards can be either intrinsic or extrinsic. Intrinsic rewards are rewards that are inherent in the job itself .An individual enjoys this reward hen he successfully completes the task. Extrinsic rewards are those that are external to the job such as pay, work condition, fringe benefits, security, promotion, contract of service, the work environment and conditions of work. An intrinsically motivated employee, according to Ajila (1997), will be committed to his work as long as the job contains tasks that are rewarding him or her. An extrinsically motivated employee will be committed as long as he receives external rewards for his or her job.

"Where just distinction is not drawn - Between the left and right,

The self-respecting, if they can, will quickly take to flight" (Ryder, 2006, p-31)

6.1 Employee reward system:
Next comes the Recognition & Rewards (R & R) programs which are the most cost effective medium to ensure that talented employees stick to the organization. "Since 'pure' monetary means were losing their steam, Corporates came up with innovative alternatives which were high on 'emotional' quotient and low on 'monetary cost'."Explaining how R & R works as a motivating tool."It is a motivator both for the person who is receiving the reward and the others who are witnessing this event. The message goes home is, today it's this person, tomorrow it could be you, if you keep up a good   performance."

6.2 Recognition & Rewards comes in many shades:
Acknowledgement from a senior cash incentives, gift certificates, stock plans, certificates of appreciation, opportunities to attend management workshops and training sessions, membership associations to exclusive clubs, scholarships and paid sabbaticals, holiday packages, etc.

6.3 Work life balance:

In the modern workplace set up, more focus should be on work life balance incentives. Innovative incentive schemes, such as increased vacation time may encourage employees in a prolific and productive manner. Apart from this, letting an employee pursue personal interests in office, such as continued education or gym memberships will become more prevalent in 2014.

Further, developing social ties among key employees through recreational activities such as clubs, sports, etc., companies can significantly reduce turnover among workers who are high on affection need. Work-life programmes for employees such as health clubs, yoga & aerobic classes, sports facilities, stress management programmes, cultural initiatives, etc not only directly help organizations in increasing the satisfaction level of employees, but also indirectly contribute to its financial performance by improving the employee capability to perform. Workplace that supports fun and relaxation. The campus provides facilities that help them stay fit as well as have fun. Campuses have health clubs, which include gymnasiums, yoga classes, aerobic classes, basketball courts, swimming pools, etc. Some other initiatives taken by the company are:

• A night of art and culture for the Staffs and their families.
• A talent night for staffs where people from various development centers compete with one other.
• A talent day for children of all staffs
• "Health Assessment & Lifestyle Enrichment" Program to improve the physical and psychological well being of the employees.

6.4 Recognition and Rewards Programmes :

A basket of non-monetary rewards given to motivate employees and recognize excellent work performance. The basket of rewards comes at two levels- individual level and the organization level: At individual level one award is 'Feather-In-My-Cap' which is on-the-spot recognition of an effort that is important to a project team.Another award is 'Dear Boss', which recognizes the positives ofa good boss. At organizational level, one award is 'Mastermind' which notes the most innovative solution or idea.

Another award is 'Hall of Fame' which recognizes the superlative performers in different roles as well as superlative team performance.

7. ORGANIZATIONAL COMMITMENT:

Various authors have given various definitions for organizational commitment. It is the degree to which people with the organization that employs them. Commitment implies a willingness to put forth a great deal of effort on the organizational behalf and an intention to stay with the organization for a long time. Organizational commitment is determined by a number of factors, including personal factors (age, tenure in the organization, disposition, internal or external control attributions); organizational factors (job design and the leadership style of one's supervisor); non-organizational factors(availability of alternatives).All these things affect subsequent commitment .

The four major factors that lead to commitment are: visibility, explicitness, irreversibility and personal violation.

Taking into consideration the multidimensional nature of organizational commitment, Meyer and Allen (1991) proposed a three – component model, which has growing support from researchers.

The three components are

- Affective Commitment : Psychological attachment to organization
- Continuance Commitment : costs associated with leaving the organization
- Normative Commitment: Perceived obligation to remain with the organization.

8. MOTIVATING EMPLOYEES FOR EFFECTIVENESS:

Motivating Employees can help companies save significant sums of money by enabling them to improve employee management. Key areas, in which knowledge management is most effective, include the following :

1. Training and Development : It helps to keep efficient employees sharp in many forms, including multimedia, online handbooks and manuals, and so on.

2. Skill alignment : It ensures that the right people are working on the right projects at the right time

3. Benefits management : It is a natural target for any knowledge based management system to simplify paper-based systems, reduce HR costs, provide corporate information to employees, and more.

4. Staffing Management :Bigger companies can benefit most from better staffing by using knowledge management, those companies can keep track of headcount and reorganize more quickly.

5. Performance Management : It is more efficient when moved from manual processes to knowledge-management system and as a result, reviews are completed on time, and supervisors can better manage their budgeting processes.

6. Reward Management :Expense reimbursement is best done on an internet. Companies can significantly reduce the cost and turnaround time for reimbursing employees for out-of –pocket expenses, improving morale and productivity. Recognition takes place on fair basis by rewarding efficiency.

9. CONCLUSION :

We are moving into an age where business is measured not in terms of historical performance, but in terms of how it makes use of the talent and intellectual capital of its Employees Involvement. This study was motivated by the actual need of understanding about Employees Engagement and Retention for Organizational commitment by means of Recognition and Rewards through employment experiences, career development opportunities and a supportive manager, their organizations will suffer from costly loss of human capital and potentially distressing attrition. Never before has the motivation and retention of Employees been more critical for organizational sustainability than it is today.

Several recommendations have been made by lots of researches addressing measures that leaders can take to help drive engagement. Leaders at all levels have a significant impact and influence over the factors that determine employee engagement. Employee engagement has long been shown to have a direct relationship with business metrics such as productivity, quality, customer loyalty and talent retention. As organizations look for every competitive advantage to move their business forward, leader development, our research strongly suggests, should become an undisputed priority. Although there is no universal "best culture", employee commitment and retention is greater in organizations where people are highly valued. It is important that the culture of the organization be consistent with its overall business strategy and with the values of those employees it must attract and retain in order to be successful. An organization can be loved by their employees when the organization excels in developing Employer Brand Management practices to generate workplaces where an employee can feel pride and satisfaction for belonging to an organization where he/she is considered, respected and recognized.

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