

A Study on the Employee Engagement with Reference to IT Industry

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Abstract: This research paper was aimed at assessing the Employee Engagement levels in the IT industry in India, the factors that contribute to Employee Engagement and to suggest means and ways to improve Employee Engagement levels in the industry being researched. The researcher set out to also identify the impact of demographic profile of employees on engagement. Also assessed in this empirical research was the influence of organizational inputs on Employee Engagement. A structured questionnaire was administered to employees of several IT companies. Research results indicate that the demographic profile of employees has an impact on employees' engagement. Organizational inputs and support has an influence on engagement and that committed employees were more engaged. Several recommendations are suggested to improve employee engagement based on the analysis of data collected for this research.

Keywords: Employee engagement, Review of literature, Human resource management, Employee development.

1. Introduction

Human resources is used to describe both the people who work for a company or organization and the department responsible for managing resources related to employees. The term human resources was first coined in the 1960s when the value of labor relations began to garner attention and when notions such as motivation, organizational behavior, and selection assessments began to take shape. Human resource management is a contemporary, umbrella term used to describe the management and development of employees in an organization. Also called personnel or talent management (although these terms are a bit antiquated), human resource management involves overseeing all things related to managing an organization's human capital.

Human resource management involves both strategic and comprehensive approaches to managing people, as well as workplace culture and environment.

The role of human resources professionals is to ensure that a company's most important asset its human capital is being nurtured and supported through the creation and management of programs, policies, and procedures, and by fostering a positive work environment through effective employee-employer relations.

The concept behind human resource management is that

employees who are subject to effective human resource management are able to more effectively and productively contribute to a company's overall direction, thereby ensuring that company goals and objectives are accomplished.

Today's human resource management team is responsible for much more than traditional personnel or administrative tasks. Instead, members of a human resource management team are more focused on adding value to the strategic utilization of employees and ensuring that employee programs are impacting the business in positive and measurable ways.

Human resources or HR is the company department charged with finding, screening, recruiting, and training job applicants, and administering employee-benefit programs. As companies reorganize to gain a competitive edge, HR plays a key role in helping companies deal with a fast-changing environment and the greater demand for quality employees.

John R. Commons, a pioneering economist, first coined the term "human resource" in his book "The Distribution of Wealth," which was published in 1893. However, it was not until the 19th century when the developed HR departments to address misunderstandings between employees and their employers.

A human resource is a single person or employee within your organization. Human resources refer to all of the people you employ.

Human Resources staff is also responsible for advising senior staff about the impact on people (the human resources) of their financial, planning, and performance decisions. Managers rarely discuss the effect of their decisions on the people in the organizations. It is often predictable that decisions are driven by more easily measurable processes such as finance and accounting.

Human Resources evolved from the term: personnel, as the functions of the field, moved beyond paying employees and managing employee benefits.

A. Scope of the Study

As we have seen that employee engagement is nothing but emotionally and positively attached of an employee towards the organization so with the help of this project. We will be able to know the degree of engagement of the employees in infinite

skills and we can study the methods to increase the engagement level in the organization which will definitely be helpful to employer as well as employees.

B. Research methodology

Research design:

Out of the total availability of the employees, a sample size based on randomness and convenience is chosen. For this study a stratified random sampling is used for 60 respondents. 56 respondents are employees and 4 respondents are HR executives.

Methods for data collection:

1. Primary data collection
2. Secondary data collection

1) Primary data

The data is collected from following methods. This data is more suited for the objectives of the project. The data are collected my following

- Interview
- Questionnaire

2) Secondary data

The data which have already been collected by someone else or taken from published or unpublished sources and which have been already been passed through the statistical process. These data are collected from following methods,

- Browsing from internet

The tools used for data collections are:

- Percentage Analysis
- Chi Square Analysis

C. Objectives

- To understand the employee engagement practices in IT industries.
- To understand the perception of employees with respect to the employee engagement practices in IT industries

D. Limitations

- It might also be so that some respondent were not motivated enough to responded properly.
- Some of respondent didn't give exact answer related to some questions
- Employees are busy with their work which did not allowed me to talk with them and collect the information.

E. Review of literature

Dr. Bhagyasree Padhi, Aruna Kumar Panda (2006) has conducted the study on Emerging Trends of Employee Engagement: It aims to discuss about the significance of employee engagement practices of various firms and industries operating in the competitive global scenario over a considerable period of time. Attempts have been made here to focus upon the critical role of employees for the viability, sustainability and overall competitiveness of the organization, and therefore, the

significance of employee engagement as the most valuable asset for every organization. For the purpose of investigation, a significant number of research works conducted both in India and abroad are discussed on a selective basis out of numerous past literatures available in the area, keeping in mind their vital linkage with the theme of employee engagement. It is expected that a review study of this capacity would trigger the analytical minds of the World wide researchers and policy makers of this area in scientific decision making and furthering the research.

Dr. Pratima Sarangi, Dr. Bhagirathi Nayak (2016) has conducted the study on Employee Engagement and Its Impact on Organizational Success – A Study in Manufacturing Company, India: That Employee engagement is the burning topic for any company during the globalized era. Engaged employees incline to contribute more of organizational productivity. It also supports in maintaining a higher level of commitment. Employee Engagement is the level of employee's commitment and participation towards their organization and its values. The organizational success depends on employee's productivity which is accelerated through employee's commitment towards his organisation. This paper is attempted to analyze the relevance of engaged employees for the growth and development of organization and its success. This paper makes an attempt to study the different dimensions of employee engagement with the help of review of literature.

Dr. Binita Tiwari, Dr. Usha Lenka (2019) has conducted a study on Employee engagement: A study of survivors in Indian IT/ITES sector: The purpose of this paper is to develop a conceptual framework of employee engagement and employer branding of downsized organizations. It examines the association of certain enablers (resonant leadership, internal corporate communication, knowledge sharing, continuous learning, intrapreneurship, and perceived communication satisfaction) with employee engagement. Further, it investigates the association of employee engagement with employer branding. This study makes a unique contribution to the literature of survivor syndrome by providing a theoretical framework of employee engagement in downsized firms, and subsequently rebuilding organizations as a strong employer brand. This study further establishes reliability and validity of the variables used in the conceptual framework. This study would guide future managers to decide an alternative measure to downsizing.

2. Data Analysis and Interpretation

A. Percentage analysis

Respondents were asked to ranked their opinions with regard to their participation in decision making of the organization. It is understood from the above table that:

- 25% of the respondents expressed that they are provided opportunity to participate in functional meetings.
- 30% of the respondents expressed that they are provided opportunity to express your opinion.

Table 1
Demographic Profile of the Respondent

Demographic Profile		Percentage
Gender	Male	55
	Female	46
Age (in years)	18-25	41
	26-33yrs	41
	34-41yrs	9
	Above 41	9
Educational Qualification	SSLC	Nil
	Diploma	5
	HSC	11
	Degree Holder	84
Income	Below 10,000	9
	Rs.10,000-20,000	27
	Rs.20,000-30,000	13

Table 2
Employee participation in decision making

Employee Participation	No. of Respondents	Percentage
Participate in functional meetings	10	25%
Chance to express your opinion	14	30%
Opinions/views are regarded	16	35%
Due credit for your opinion/suggestions	4	10%

- 35% of the respondents expressed that their opinions /views are regarded.
- 10% of the respondents expressed that the management and their superiors give due credit for their opinion /suggestions.



Fig. 1. Employee participation in decision making

Table 3
Factors contribute to the sense of belongingness

Factors contribute to sense of Belongingness	No. of Respondents	Percentage
Good boss/Supervisor	8	16%
I like my job- The role matches with my experience	7	14%
Good work Environment	11	34%
Good learning Experience	8	16%
Good Colleagues- enjoy working with my Colleagues	10	20%

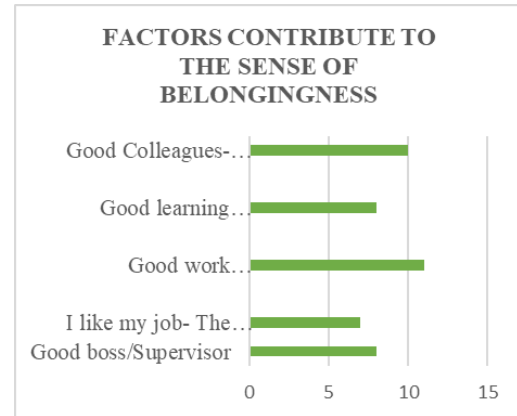


Fig. 2. Factors contribute to the sense of belongingness

Respondents were asked to express the factors that contribute to their sense of belongingness. It is understood from the above table that:

- 16% of the respondents expressed that the main reason for their sense of belongingness is good boss/supervisor.
- 14% of the respondents expressed that the main reason for their sense of belongingness is the role given in the organization which matches with their experience & interest.
- 34% of the respondents expressed that the main reason for their sense of belongingness is the good work environment in the organization.
- 16% of the respondents expressed that the main reason for their sense of belongingness is the good learning experience they get in the organization.
- 20% of the respondents expressed that the main reason for their sense of belongingness is the good colleagues they have and they said they enjoy working with their colleagues.

Therefore, most (34%) of the respondents expressed that the main reason for their sense of belongingness is the good work environment in the organization.

Table 4
Attractive aspects for referring the company

Aspects	No. of Respondents	Percentage
Job Environment	5	12%
Good Colleagues to work with	12	28%
Good remuneration	6	14%
Promotional opportunities	7	17%
Good learning opportunities	12	29%
Total	44	100%

The chart indicates that 12% of the respondents will project job environment, 28% of the respondents will project good colleagues to work with, 14% of respondents will project good remuneration, 17% of respondents will project promotional opportunities and 29% of respondents will project good learning opportunities. Most (29%) of the respondents will project good learning opportunities as an important attribute when they refer this organization to their friends and relatives for employment.



Fig. 3. Attractive aspects for referring the company

Table 5
Programs to be organised by the company

Programs	No. of Respondents	Percentage
Annual Company Day	4	9%
Sports Day	4	9%
Local Festival	11	25%
Award Ceremony	20	46%
Picnic	5	11%
Total	44	100%

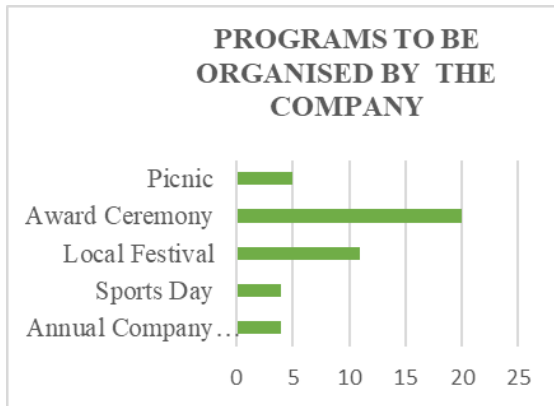


Fig. 4. Programs to be organised by the company

The above chart implies that 9% of the respondents want the company to organize annual company day, 9% of the respondents want the company to organize sports day, 25% of the respondents want the company to organize are local festivals, 46% of the respondents want the company to organize award ceremony and 11% of the respondents want the company to organize picnics for the employees along with their family. Most (46%) of the respondents want the company to organize award ceremony.

The chi-square analysis highlights:

H0₁: There is no significant relationship between the age of the respondents and their opinion on feelings towards their work.

- The calculated Chi square value is more than the table value at 0.05% confidence level, therefore the null hypothesis is rejected. Therefore, it is understood that there is significant relationship between the age of the respondents and their opinion about employee

engagement practices in the organization like time flies when working, at my job, they feel strong and vigorous, enthusiastic about job, job inspires them, when they get up in the morning, they feel like going to work, they feel happy when they working Intensely, they are immersed in their work, at job, and it is difficult to detach themselves from their job.

- The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be concluded that there is no significant relationship between age of the respondents and their opinion about employee engagement practices in the organization like at work, they feel bursting with energy, they find the work that they do is full of meaning and purpose, while working they forget everything else around them, feeling proud about the work they do, they can continue working for very long periods at a time and the job is challenging.

H0₂: There is no significant relationship between the educational qualification of the respondents and their opinion on feelings towards their work.

- The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between educational qualification of the respondents and their opinion about employee engagement practices in the organization.

H0₃: There is no significant relationship between the experience of the respondents and their opinion on feelings towards their work.

The calculated Chi square value is more than the table value at 0.05% confidence level, therefore the null hypothesis is rejected. Therefore, it can be concluded that there is significant relationship between the income of the respondents and their opinion towards their work that their job is challenging.

The calculated Chi square value is less than the table value at 0.05% confidence level, therefore the null hypothesis can be accepted. It can be understood from the above table that there is no relationship between income of the respondents and their opinion on feelings towards their work like at work, they feel bursting with energy, they find the work that they do is full of meaning and purpose, time flies when working, at job, they feel strong and vigorous, they are enthusiastic about their job, When working, they forget everything else around them, feel proud on the work they do, can continue working for very long hours at a time, job is challenging, they get carried away while working and it is difficult to detach from job.

3. Findings

- Most (29%) of the respondents will project good learning opportunities as an important.
- Most (46%) of the respondents want the company to organize award ceremony.
- Majority (55%) of the respondents expressed their interest

in skill program relevant to their functional areas.

- Majority (59%) of the respondents are sometimes afraid of making mistakes.
- Most (33%) of the respondents expressed that the interest towards their job is the inspiration to come to work place.
- Most (34%) of the respondents expressed that they would withdraw (keep it to themselves and think about it) when their efforts not recognized.
- Majority (66%) of the respondents said that they will refer this company for their friends for employment opportunity.
- Most (29%) of the respondents will project good learning opportunities as an important attribute when they refer this organization to their friends and relatives for employment.
- Majority (73%) of the respondents have participated with family in the programs organized by the company.
- Most (35%) of the respondents expressed that they would open for new ideas.

4. Conclusion

From the analysis, it has been found that the most of the employees in the company were engaged but changes are required, devising an ideal employee engagement programme needs the supports from the employee and the organizations should take into the account the personal, professional & social aspiration of the employees while designing and implementing the programme. The changed lifestyles of employees & the potential challenges present in both internal and external environments have a deep impact on the employee work life. Some of the suggestions were mentioned to enhance and to tackle the crucial challenges and changes towards organizational policies, strategies, procedures and process.

References

- [1] Binita Tiwari, Usha Lenka, "Employee Engagement: A study of survivors in Indian IT/ITES Sectors," IIMB Management Review, 2019.