

A Study on Employee Engagement in the Indian IT Sector: An Overview



Management

KEYWORDS : Employee Engagement, Leadership, Rewards and Recognition, Ethics.

Dr. Sneha Mankikar

Krupanidhi School of Management, 12/1 Chikkabellandur, Varthur Hobli, Bangalore.

ABSTRACT

The HR managers are laying the path map for the right working conditions which would inspire the employees to be engaged give their best go their extra mile and persist in the face of difficulties. The challenge faced by the management is therefore not just in retaining the talented employees but in engaging them. Thus HR coined the term Employee Engagement when the organization takes measure for an engaged workforce the profit and the efficiency spikes. On the other hand disengaged workers are typically impassive in the job or organization they work for. As a result their competence decreases their disapproval increases and their poor attitude spread like a virus throughout the organization. In a decent economy these employees typically find a new manager where they recuperate interest and their productivity spikes until they become disinterested six months later.

INTRODUCTION

In the current scenario every organization is striving to increase its profits, improve the quality of goods and services and improve customer satisfaction with optimum resources. The IT Management has realized that having a strong brand new products and new technology alone does not help them get the winning edge over competitors. Organizations need the committed participation of a good majority of people so that the effectiveness and efficiency of the organization could be enhanced. The collective loss to Indian IT organization due to regularly losing its employees is mind boggling. In the last couple of years companies have realized that wages are important to employees but compensation alone cannot motivate the highly skilled and experienced workforce. Managers would agree upon the fact that employees make a critical difference when it comes to organizational performance innovation and thus ultimately business success. Employees role has become crucial as there is a shift from industrial to knowledge based society. The construct involved in this study is Organizational citizenship behavior which is an extra-role behavior that were not included in the formal job description non- rewarded but which results in the effective running of the organization. More importantly in keeping with Katz's original definition OCB has to be those behaviors that are ultimately beneficial to the effective functioning of the organization. While a worker could help his/her fellow employees it would be considered as OCB if only it attempts to contribute to the effective functioning of the organization.

STATEMENT OF THE PROBLEM

The human resource management it aims at developing variety of competencies of employees and develops a work culture in the organization and also utilizes these competencies in the organizational growth. The shift from the scientific and technological revolution human resources revolution is the key ingredient to the well being and growth. IT companies is the central nervous system of an economy IT companies plays a vital role in the modern social economic and cultural development of the society. Therefore the service offered by them in quality and quantity by the effective utilization of human resources become all the more important.

In the present technological and global world the private sector banks face competition at global level. In order to meet the global competition the banking sector has to find out various Promotions that are expected by the stake holders. With the changing of environment human resources is the most important asset in the service organization especially in banks has to Address the people's need and issues more closely. During past two decades employee engagement became a very popular managerial concept. Organizations use different engagement building tools in order to stay competitive and improve performance it will apply the engagement theory and engagement measuring methods to measure the existing level of engagement of

administrative workers in the educational institution for adults. Secondly the study itself will hopefully assist those keen to implement this concept in their companies on the best practice in how to do so. Lastly this study also aims to add to the body of knowledge that exists locally and globally in the area of talent attraction motivation and retention

The problem statement will be addressed through the quantitative study with the aim of identifying the current level of administrative workers engagement and which work related aspects need to be improved for the purpose of deeper engagement. The present research will help leaders to highlight the areas for improvement. The results of the FOUR research will help to give specific recommendations to Indian IT companies regarding which areas they need to pay more attention to in order to improve administrative workers engagement and in order to be a better work place

OBJECTIVES OF STUDY

1. To study various factors affecting employees engagement with in the IT sector
2. To ascertain the ethical practice and policies influences employees engagement in the Indian IT sector
3. To study the effecting of organizations culture on employee engagement
4. To study the impact of employee relationship management on employee engagement
5. To ascertain the impact of employee moral on and employee engagement
6. To suggest various measures to enhance employee engagement

RESEARCH METHODOLOGY:

TYPE OF RESEARCH

The study is descriptive in nature

POPULATION

Employees in Indian IT sector

SAMPLE SIZE

The sample for the study is limited to 104 respondents.

SAMPLING UNIT

For this study the respondents are the employees of Indian IT sector

TYPE OF SAMPLING

Simple random sampling method is used for the study.

TOOLS OF DATA COLLECTION

Primary data:

Primary data is collected using a structured questionnaire as well as informal interview method.

Secondary data:

The secondary data for this work is obtained from company magazines and brochures, website, newspapers, internet, text books, reports and other promotional materials.

LITERATURE REVIEW

Alfes, Kerstin (2012) has stated that presents her tips on employee engagement for the success of an organization. She also says that in many organizations, the challenging economy has resulted in reduced work force, increased workload and larger responsibilities without salary hike and also there should be face-to-face meetings with employees should be conducted to add value to communication.

Parker, J (2013) discusses the results of a survey from the talent management company Silk Road which considered employee engagement practices at organizations. This article also stated that, most employers do not offer formalized engagement programs for employees as of 2013. Topics include generational differences and executive attitudes concerning engagement.

Ayer, Suryanarayan (2012) the author have viewed by the enhanced interest of academicians and practitioners in the construct of employee engagement, there exists a dearth of choices in the various measures for its assessment. This paper attempts to develop a multidimensional instrument of employee engagement. Initial support for the construct validity of the seven item instrument was demonstrated. Directions for future research are also discussed.

Guy, Mary E. (2012) the article discusses in the year 2013 Society for Human Resource Management (SHRM) Satisfaction and Engagement Study. It cites factors that comprise employee engagement including work satisfaction and having organizational pride. Based on the SHRM survey, the top engagement and job satisfaction conditions include compensation, relationship with fellow workers and immediate supervisor, and financial stability of the organization. Brief details about the SHRM survey process are also offered.

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson. Chi-Square	9.761	12	.637
Likelihood Ratio	11.607	12	.478
N of Valid Cases	102		

Xiaojun Lu (2012) stated his opinion about the paper assesses is the role of work engagement in the relationship between employee affect, as measured by affective commitment and job satisfaction, and employee outcomes using a cross-lagged survey design. Our structural model places affective commitment as an antecedent rather than an outcome of engagement, and the employee outcomes are subsequent values of supervisor-rated job performance and self-reported intention to quit. Our evidence supports the discriminant validity of work engagement (vigor), job satisfaction and affective commitment. Secondly, we demonstrate that affective commitment is an antecedent of work engagement rather than an outcome. We also establish that work engagement mediates the relationship between employee affect and job performance while playing no role in the determination of employee intention to quit.

RESULTS, ANALYSES AND DISCUSSIONS

As per the research conducted hypothesis was tested with SPSS software version 2.1 to establish relationship between the organization leadership styles an employee engagement.

Null Hypothesis (H0): leadership style an organization and em-

ployees engagement is independent of each other

Alternative Hypothesis (H1): leadership style an organization and employees engagement is dependent of each other

Data analysis:

As shown in the table, Pearson Chi-square value the significance value is and degrees of freedom is 0.637 and 12 respectively since the significance value is more than 0.05 i.e. 0.637 we accept the null hypotheses. So we conclude that the leadership style of an organization and employees engagement are independent of each other

Interpretation:

To analyze the influence of the drivers of engagement (pay and benefits, colleagues, management, equal opportunities, stress and work pressure, current career intentions, job satisfaction, training and development, feeling valued and involved) on engagement, multiple regression was performed. The results indicate that the null hypothesis has to be rejected and the alternative hypothesis accepted as there is a variation in the level of influence caused by the drivers of engagement on employee engagement when it comes to employee engagement, employee satisfaction has a very big role to play in that. There are several factors which have a direct effect on the engagement level of the employees, because employee engagement is very crucial for the productivity of an organization. As employee engagement has a direct link with employee participation. Both monetary and non-monetary benefits have a main impact on employee engagement. Monetary benefit such as, reward and recognition, allowing the employee to satisfy their basic needs and desires, also which allows the employees to have quality life and a good working standard. Moreover the non-monetary benefits are in terms of employee-employer relation, which allows the employee to have a better working condition and satisfy particular needs like safety needs, esteem needs in a way which helps in increasing the motivational level and thus influences employee engagement.

FINDINGS

1. Most of the respondents feel or opine that employee engagement and organizational productivity are interrelated
2. The most effective way of ensuring employee engagement is through persistent rewards and recognition program.
3. Majority of the respondents feel that authentic information received from the management on unsettling issues help the employees to build cordial relationships in the organization.
4. Majority of the employees feel that the level of engagement is enhanced when organization goes extra miles to safe guard ethics.
5. Most of the employees are of the opinion that their work is repetitive in nature.
6. Most of the respondents are of the opinion that unethical behavior is not tolerated in the It Industry and culminates into immediate termination.
7. Most of the respondents feel that transparency in tracking performance allows reducing conflict between management and employees.

SUGGESTIONS

1. The companies should be very involved in order to keep employees of different demographic features engaged in their work.
2. The employee employer relationship should strengthen by regular interaction between them of formal or informal nature.
3. Reward and recognition are key factor in motivating the employees to perform there for reward recognition need to be spoked and made trendier.
4. The transparent procedure and policy help the employees to

be motivated and engaged there for an individual monetary system should be devised to maintain ethical standards.

5. In the Information Technology industry the leadership needs to be maintained in a transactional form in order to maintain ethics and boost the productivity.
6. Every Information Technology organization should have an effective grievance handling cell.
7. For every query or grievance there should be a fixed turnaround time (TAT) in order to ensure employee emotional security.

CONCLUSION

Employee Engagement is critical to business success is well understood by the Human Resource Professionals in the Information Technology Organizations. The study has brought in a new variable Organizational Behavior which. Drives employee engagement. The IT industry Human Resource professionals should understand that unlike other industries where studies which reveals a significant relationship between employee engagement and business outcomes, Organizational Behavior and performance, in IT industry, Organizational Behavior has the lowest influence on employee engagement. This indicates that managers should not consider Organization Behavior for performance evaluation and measuring level of Employee Engagement based on the extra role behavior because it could be an act of impression management. Rather, the willingness of the employee to stay with the company and his job satisfaction levels indicate the level of employee engagement to a higher extent. Good employee retention techniques, Challenging job, good pay and benefits package, improved managerial system with unambiguous evaluation feedback, equal opportunities in internal vacancies, followed by enhancing the Organization Behavior could improve the levels of employee engagement. Managers and researchers should search for ways to increase the employee engagement activities to increase the frequency and intensity of Engagement levels among employees which would bring superior business results.

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