

# A Study on Employee Engagement at IT Sector, Chennai

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**Abstract-** Employees are the assets of an organization. Hence it is vital to initiate various welfare activities and recognize their performance. As the employees tend to invest their knowledge, capabilities and efforts in the organization it is vital to understand their expectations and thereby improve their performance. Employee engagement is a crucial issue in management theory and practice. In the present paper an attempt is made to understand the varying degrees of employee engagement at corporate, specifically at IT sectors. The factors which influence employee engagement across organizations are discussed in this study. Employee engagement is an assessment tool which helps in measuring the level of commitment that an individual employee has towards the job and the organization. From this study, the impact of employee engagement on their job performance was identified. The major organizational factors like compensation, infrastructure and amenities, rewards and individual factors such as work life balance were found to have positive impact on employee engagement.

**Index terms-** Employee engagement, corporate, job performance, compensation, amenities

## INTRODUCTION

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values. In contrast, a disengaged employee may range from someone doing the bare minimum at work (aka 'coasting'), up to an employee who is actively damaging the company's work output and reputation.

## DEFINITIONS

William Kahn provided the first formal definition of personnel engagement as "the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

In 1993, Schmidt et al. proposed a bridge between the pre-existing concept of 'job satisfaction' and employee engagement with the definition: "an employee's involvement with, commitment to, and satisfaction with work. Employee engagement is a part of employee retention." This definition integrates the classic constructs of job satisfaction (Smith et al., 1969), and organizational commitment (Meyer & Allen, 1991).

## CONCEPT OF EMPLOYEE ENGAGEMENT

Employee engagement is a fundamental concept in the effort to understand and describe, both qualitatively and quantitatively, the nature of the relationship between an organization and its employees. An "engaged employee" is defined as one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organization's reputation and interests. An engaged employee has a positive attitude towards the organization and its values. In contrast, a disengaged employee may range from someone doing the bare minimum at work, up to an employee who is actively damaging the company's work output and reputation. An organization with "high" employee engagement might therefore be expected to outperform those with "low" employee engagement.

Employee engagement first appeared as a concept in management theory in the 1990s, becoming widespread in management practice in the 2000s, but it remains contested. It stands in an unspecified relationship to earlier construct such as morale and job satisfaction. Despite academic critiques,

employee engagement practices are well established in the management of human resources and of internal communications.

Employee engagement today has become synonymous with terms like 'employee experience' and 'employee satisfaction'. The relevance is much more due to the vast majority of new generation professionals in the workforce who have a higher propensity to be 'distracted' and 'disengaged' at work. A recent survey by Staff Connect suggests that an overwhelming number of enterprise organizations today (74.24%) were planning to improve employee experience in 2018.

#### OBJECTIVES OF THE STUDY

- 1 To study Employee Engagement at IT sectors.
- 2 To study the level of involvement of the employees.
- 3 To analyze employees commitment towards job .
- 4 To know the impact of Engagement on Employee performance.
- 5 To suggest measures for enhancing Employee Engagement at IT firms.

#### NEED OF THE STUDY

The need of this study is to find the level of commitment and involvement of an employee towards the organization and values. The main purpose of the project is to analyse and study the Job involvement and to improve the Job performance for the benefit of the organization. To find whether the employees are engaged or not engaged or actively engaged towards the work in the organization. To find the right conditions for all members of organizations to give their best each day, committed to their organizations goals and values, motivated to contribute towards organizational success, with an enhanced sense of their own well-being.

Employee engagement is nothing but emotional and positive attachment 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 organizations which will definitely be helpful to employer as well as the employees and the growth of the organization. This project was aimed at studying

the engagement of the employee in the construction company. The same can be applied to other different fields to find the level of commitment in the workplace so as to improve the performance which in turn benefit the organization.

#### LIMITATIONS OF THE STUDY

- a. The time period of the study is restricted to 30 days
- b. The study is confined to Chennai city only.
- c. The sample size was limited to 102 employees only.

#### REVIEW OF LITERATURE

Kular et al. (2008) explored Five key areas: What does 'employee engagement' mean?; How can engagement be managed?; What are the consequences of engagement for organisations?; How does engagement relate to other individual characteristics?; How is engagement related to employee voice and representation?

Robertson-Smith and Markwick (2009) throw light on what engagement is and reveals that it is an important yet complex challenge, and there remains a great deal of scope for discussing the various approaches.

Simpson (2009) discussed that the current state of knowledge about engagement at work through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work.

Susi & Jawaharrani (2011) examined some of the literature on Employee engagement, explore work-place culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry.

Bhatla (2011) focused on the need for such employees and how their presence can improve the progress and work efficiency of the organization as a whole .Also focused on the challenges faced by the

HR managers to improve employee engagement for an organization's survival.

Shashi (2011) reinforced the importance of employee communication on the success of a business. She revealed that an organization should realize the importance of employees, more than any other variable, as the most powerful contributor to an organization's competitive position.

Bijaya Kumar Sundaray (2011) focused on various factors which lead to employee engagement and what should company do to make the employees engaged. Proper attention on engagement strategies will increase the organizational effectiveness in terms of higher productivity, profits, quality, customer satisfaction, employee retention and increased adaptability.

Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the corporate with the review of findings from previous researches / surveys.

Singh & Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

In 2006, The Conference Board published an article 'Employee Engagement – A review of current research and its implication' on the basis of some major studies conducted by Gallup, Towers Perrin, Blessing White, The Corporate Leadership Council and others. It identified following key drivers related to employee engagement as: Trust & integrity – managers should communicate well and go by their words. Nature of the job – employees should find their job challenging enough to motivate themselves. Line of sight between employee performance and company performance – employee should have clear understanding as to how they contribute to the company's performance. Career growth opportunities – employees should have clear career path and growth. Pride about the company – employees should feel esteemed by being associated with the organization. Coworkers / team members – relationship with colleagues significantly increase employee engagement level.

## RESEARCH METHODOLOGY

### RESEARCH DESIGN

A research design is the plan, structure and strategy of investigation conceived so as to obtain answers to research questions and to control variance. It denotes the sources and types of information relevant to the research problem. The research method used for the purpose of this project is descriptive research. Descriptive research is concerned with describing the characteristics of a particular individual or group.

### POPULATION

The present study is about Employee Engagement in IT sectors. The population for this study is the employees of IT firms.

### SAMPLING DESIGN

#### Convenience Sampling

Convenience sampling is a type of sampling where the first available primary data source will be used for the research without additional requirements. In other words, this sampling method involves getting participants wherever you can find them and typically wherever is convenient. In convenience sampling no inclusion criteria identified prior to the selection of subjects. All subjects are invited to participate.

### SIZE OF THE POPULATION

The size of the population considered for the survey is 102.

### DATA COLLECTION METHOD

#### a. Primary Data Collection Method

- Survey method was used for primary data collection
- Questionnaire as an instrument is used for survey method
- Structured Questionnaire
- Type of Questionnaire: Open ended and close ended

#### b. Secondary Data Collection Method

- Reference books
- Internet

### STATISTICAL TOOLS

The following tools were used for data analysis and interpretation.

- 1 Independent t-test
- 2 Correlation
- 3 One way ANOVA

Group Statistics						
	Marital Status of the employee	N	Mean	Std. Deviation	Std. Error Mean	Sig.
I can handle work and family life in a balanced manner	Unmarried	15	4.73	.458	.118	.003
	Married	48	3.77	.805	.116	

STATISTICAL ANALYSIS

NULL HYPOTHESIS:

There is no significant difference between marital status of the employees and Work-life balance

ALTERNATE HYPOTHESIS:

There is significant difference between marital status of the employees and Work-life balance

INDEPENDENT T-TEST

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
								Lower		Upper
I can handle work and family life in a balanced manner	Equal variances assumed	9.701	.003	4.397	61	.000	.962	.219	.525	1.400
	Equal variances not assumed			5.806	42.372	.000	.962	.166	.628	1.297

OUTCOME:

Since the p value is lesser than 0.05

Null hypothesis is rejected

INTERPRETATION:

There is significance difference between Marital status and work-life balance of employees

ONE WAY ANOVA

NULL HYPOTHESIS:

There is no significant difference between Experience of the employees and employee's opinion on Ambience of the Organization.

ALTERNATE HYPOTHESIS:

There is significant difference between Experience of the employees and employee's opinion on Ambience of the Organization.

CORRELATION

Correlations		
	Opportunity is provided to learn and enhance skills	Training is relevant and useful for the job role
Opportunity is provided to learn and enhance skills	Pearson Correlation	1
	Sig. (2-tailed)	.711**
	N	63
Training is relevant and useful for the job role	Pearson Correlation	.711**
	Sig. (2-tailed)	.000
	N	63

\*\* . Correlation is significant at the 0.01 level (2-tailed).

ANOVA

Ambience in the work place is excellent					
	Sum of Squares	Df	Mean Square	F	Sig.
Between Groups	1.962	4	.490	.540	.707
Within Groups	52.641	58	.908		
Total	54.603	62			

OUTCOME:

As the p value is greater than 0.05, Null hypothesis is accepted.

INFERENCE:

There is no significant difference between Experience of the employee and Ambience of the Organization.

INTERPRETATION:

Pearson Correlation value is .711

There is a strong association between Opportunity provided by the company and the Training given to the employees.

FINDINGS AND RECOMMENDATIONS

The present study has highlighted the various dimensions of employee engagement among the IT personnel. This study has investigated the various employee engagement practices that leads to organizational development. The major employee engagement strategies that were identified include work life balance, job satisfaction, superior-subordinate relationship. The statistical analysis enumerated the significant engagement strategies that can nurture positive organizational culture. This study also highlights the role of organization in enhancing employee engagement across organizations. Through the data analysis it is clear that work environment of an organization is one of the key success factor in empowering employee engagement. The IT firms can focus on employee expectations and develop HR practices which could develop employee engagement. The IT firms can also focus on career development and job recognition which acts as a boosting factor for developing employee commitment and performance. As the major challenge is on balancing work and personal life especially among the female employees, strategies to maintain the same has to be developed by the IT firms.

CONCLUSION

Employee engagement has a significant role in the productivity of the organization. The study was made on Employee Engagement at IT firms and found that work environment has a significant influence on employee engagement. The companies can focus on developing infrastructure and development strategies which focus on maintaining well balance between work and family life among the employees. Hence, Employee engagement should be considered as a major dimension in organizational development. Such initiatives would create positive organizational brand image among the employees and the society at large.

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