EMPLOYEE ENGAGEMENT PRACTICES AMONG IT EMPLOYEES IN CHENNAI

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ABSTRACT

Employee engagement and involvement is a reengineering process of human resources. In the global competitive business scenario, IT Companies, among other organizations have been facing many changing challenges caused by globalization, liberalization, technology and advancements, and changing customer's technological-driven expectations. This study was conducted with the basic objective of understanding the Employee Engagement practices being followed in IT companies. During the course of the study the researcher has found that almost all IT companies are quite passionate about the concept and the practice of 'Engaging' their employees. An engaged workforce is a happy and a loyal workforce. It definitely gives an extra edge to the organization helping it remain competitive

Key Words: Employee Engagement, IT Sector, Credible Leadership, Employee Consideration

INTRODUCTION

In the last few decades, Employee Engagement has become a concept that has captured the attention of HR practitioners around the globe. Globally managers agree that the modern business demands higher productivity and more efficiency, than in previous times. All modern companies are putting a constant effort to increase their performance in order to place their company ahead of the competitors. Employee engagement and involvement is a reengineering process of human resources. In the global competitive business scenario, IT Companies, among other organizations have been facing many changing challenges caused by globalization, liberalization, technology and advancements, and changing customer's technological-driven expectations. IT Companies have been facing a dynamic business environment that is technologically driven, globally unbounded, and customer oriented. These challenges, among many others, called for extensive search for suitable strategies to be adopted by organizations for growth and survival in the changing and turbulent marketplace.

This study was conducted with the basic objective of uncovering the Employee Engagement practices being followed in IT companies and establishing a relationship between the Drivers that

these practices focus upon and the various elements or parameters of Employee Engagement. During the course of the study the researcher has found that almost all IT companies are quite passionate about the concept and the practice of 'Engaging' their employees. It appears that these organizations have realized how much important this concept of 'Engagement' is, not only for achieving its ultimate goals but also for sustaining itself in a market scenario where both attracting as well as retaining human talent is becoming challenging day by day. Since Employee Engagement has gained a lot of importance in the recent years, the IT companies are spending a substantial amount of their time, effort and resources in those practices which are assumed to improve Employee Engagement. In such a scenario, it becomes important to do a reality check as to whether the practices are yielding the right results or not. This study is an attempt to help companies ensure that the specific parameters/category of employee that the company wishes to focus on at any point of time and the Employee Engagement Practices that it is investing in are in sync or not.

STATEMENT OF THE PROBLEM

The human resource management aims at developing a variety of competencies of employees and develops a work culture in the organization, and utilizes these competencies in the organizational growth. The shift from the scientific and technological revolution, human resource revolution is the key ingredient to the wellbeing and growth. Information Technology is the growth prospect of Indian economy. It 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. Their contribution is essential which necessitates the researcher to select the employee engagement practices in IT industry. Engagement is much more than attraction, retention and commitment. Job involvement is a "Cognitive or belief state of Psychologically Identification". Job involvement is a thought to depend on both need saliency and the potential job and how far to satisfy these needs. Thus, job involvement results from a cognitive judgment about the need satisfying capabilities of the job. Jobs in this view are tied to one's self-image. Engagement differs from the job, as it is concerned more with how the individual employee engages themselves during the performance of their job. Therefore, the researcher has made an attempt to study the various factors contributing for employee engagement and involvement in the current scenario.

METHODOLOGY

The proposed study on employee engagement and involvement is confined to IT companies in Chennai on account of time and resource constraints. A structured questionnaire is designed and administered to elicit responses from the employees of IT companies. Hence, the proposed study is both analytical and descriptive in nature. The primary data is collected through the structured questionnaire. The secondary data is collected from published manuals, magazines, journals of repute, published reports, research papers, and related web sites. This research uses multiple methods for collecting data which has led to triangulation, an inductive procedure to reduce the misinterpretation and concern about the validity of the communication. Multiple perceptions are used in order to clarify meaning, and verify the repeatability of an observation and interpretation. Although in these types of studies repeatability is impossible, it is useful to deal with problems of convergent and divergent facts. The primary data collected are analyzed using SPSS (Statistical Package for Social Science) computer packages. The statistical tools used for obtaining results are as follows: Basic descriptive statistics for Validity and Reliability of the scales, one way ANOVA, Factor analysis and multiple regression.

ANALYSIS & FINDINGS

Researcher has classified the respondents based on seven demographic variables such as gender, age, educational qualification, years of experience, nature of job, marital status and type of family and their main findings were presented below.

In the study 69.7 percent of the respondents constitutes male and 30.3 percent of the respondents were female, it could be inferred from the empirical verification that 2/3 of the respondents were male.40.3 percent of the respondents and 37.3 percent of them were in the age group between 20-29 years and 30-39 years respectively. 15 percent of them were in the age group of 40-49 years and 7.3 percent of the people were in age group 50 and above, it implies that the younger and middle age group people are actively engaging in the IT Companies in the study area. The highest illiteracy among employees exists in the study area, nearly 34.0 percent of the employees were graduates, while 41 percent of the respondents were qualified with post graduation, 25 percent of the respondents have completed Professional degrees, with regard to the education pattern of the respondents it was observed that significantly, the majority of the employees happens to be from either Arts or Science group people. Further analysis reveals that the majority of the employees

opined that education is an exclusive source which made them to obtain the position in IT firms.70.3 percent of the respondents are married. 21 percent of the respondents unmarried,3.7 percent of the respondents divorced or individual and 5 percent of the women were widows, Therefore, it was found that majority of the respondents are married. It is significant that economic independence plays an important role in deciding the age for marriage.94.3 percent respondents hails from nuclear family system whereas 5.7 percent from joint family system, further the study analysis that the feasibility of the joint family system in the urban centre has been diminishing larger extend, the Indian society is known for its family values and joint family system but the emerging situation has been undergoing drastic changes almost 95 percent of the people resides in nuclear family in the study area.84.6 percent of the respondents were represents from non-technical category whereas15.3 percent of the respondents constitutes of technical jobs, further the analysis reveals that most of the activities of the IT are non-technical in nature and related to support services and usage of ICTs imperatively required the technical skills and resources to deliver the service in a more effective way.23.7 percent of the respondents opined that they have less than 5 years of experience in IT industry, 63.7 percent of the respondents were revealed that they have got the range of 5-10 years of experience, 8.3 percent have got experience range from 11-15 years, 2 percent were got 16-20 years of experience and nearly 2.3 percent of the respondents possess the experience more than 20 years in IT industries, it could be inferred from the empirical verification nearly 85 percent of the respondents were got less than 10 years of experience in the IT industries, further the analysis reveals that majority of the people were youngsters and the middle age group people.

Based on the one-way ANOVA analysis, the researcher has identified that the level of overall employee engagement among IT employees do not vary with their gender, age, educational qualification, years of experience, nature of job, marital status and type of family at 5%. This indicated that demographic profile of IT employees is not directly affecting their engagement practices at workplace.

Based on the descriptive statistics, the statement that had the highest satisfaction was 'I have confidence in the leadership of this organization' with a mean of 2.9059, followed by the statement 'I frequently make suggestions to improve the work of my team/department' with a mean of 2.8922 and the statement 'I can make meaningful decisions about how I do my job' with a mean of 2.8980.

The statement that had the lowest satisfaction was 'My objectives and responsibilities are clearly defined.' with a mean of1.8784, followed by the statement 'I trust that if I do good work, my company may increase my pay.' with a mean of 2.054 and the statement 'Overall I have a good understanding of what I am supposed to be doing in my job.' with a mean of 2.0608.The statement that had the highest variation in opinion was 'In this organization, corporate communications are detailed enough' with a standard deviation of 1.65371, followed by the statement 'My Job provides me with the chances to grow and develop' with a standard deviation of 1.62425 and the statement 'People in my work group quickly resolve conflicts when they arise' with a standard deviation of 1.14156.The statement that had lowest variation in opinion was 'My supervisor tells me promptly whenever my performance falls below expectations' with a standard deviation of 0.760, followed by the statement 'My objectives and responsibilities are clearly defined' with a standard deviation of .778 and the statement 'Overall I have a good understanding of what I am supposed to be doing in my job' with a standard deviation of 0.789. Descriptive statistics provides the central tendency effect and dispersion effects and do not disclose the associative relationship. For the confirmation of the interpretations of the mean scores and the standard deviation was calculated. As the standard deviation was found high the responses are in a heterogeneous manner. To narrow these responses further statistical tool viz., factor analysis was performed.

Table 1-KMO and Bartlett's Test

Kaiser-Meyer - Olkin Measure of Sampling Adequacy.		.873
Bartlett's Test of Sphericity	Approx. Chi-Square	4.0992343
	Df	300
	Sig.	.000

Source: Primary Data

In the context of this study, in total, six factors such as 'credible leadership', 'employee consideration', 'role clarity', 'team work', 'open communication' and 'growth and development' are able to extract 78.9% of variance.

Table 2-Total Variance Explained

Factor Component	Rotation Sums of Squared Loadings		
	Total Eigen values	% of Variance	Cumulative %
1	6.273	25.093	25.093
2	2.487	19.949	45.042
3	1.830	12.319	57.361
4	1.312	9.249	66.610
5	1.126	8.506	75.116
6	1.097	4.387	79.503

Source: Primary Data

These six factors were identified as important factors of Employee engagement. In order to identify the impact and their contribution on the overall employee engagement practices among the IT respondents, multiple regression analysis was conducted considering the six factors identified through factor analysis.

Based on multiple regression, the impact of the six dimensions of employee engagement on the overall engagement practices is analyzed using multiple regression.

Table 3-Model Summary

R	R^2	Sources	Sum of Squares	df	Mean Square	F	Sig.
.876	.768	Regression	119.939	6	19.990	277.563	.000
		Residual	36.226	503	.072		
		Total	156.165	509			

(Source: Compiled by the researcher)

The six identified employee engagement practices identified through the study explained 76 .8 % of the contribution of the factors towards employee engagement. So it is inferred that the factor 'Credible leadership' contributed only to 8.08%, 'Employee consideration' contributed only to 29.2%, 'Role clarity' contributed to 14.8%, 'Team work' contributed only to 15.2%, 'Open communication contributed only to 18.1%, and 'Growth and development' contributed only to 14.2%.Correlation value R = .876 states that there is a high degree of correlation between overall engagement practices with the factors of employee engagement and R square value = .768 which

means that the total variation in the dependent variable (six factors) which can be explained by the independent variable overall employee engagement practices by 76%. The P value = 0.000 which indicates that the model is significant and the regression equation can be formed.

Table 4-T-Test showing regression coefficients accepted by the model of overall employee engagement levels

Purchase influencers	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	**Std. Error**	**Beta**		
(Constant)	.039	.063		.613	.540
credible leadership	.088	.022	.100	3.996	.000
employee consideration	.292	.029	.297	10.019	.000
role clarity	.148	.021	.184	6.827	.000
team work	.152	.024	.181	6.048	.000
Open communication	.181	.026	.203	6.966	.000
Growth and development	.142	.023	.175	6.086	.000

(Source: Compiled by the researcher)

*= significant at 5% (If the sig. of **t** *is less than 0.05 it indicates that the concerned variable is significant in the model)*

The model's t test shows that the predictors namely, 'credible leadership' and 'employee consideration', 'role clarity', team work', 'open communication' and 'growth and development' are significant at 5% in the estimation of status.

SUGGESTIONS & CONCLUSION

These findings provided a solid view to the researcher that all the six dimensions identified through factor analysis is having impact over the overall employee engagement practices followed in IT companies. The reason behind the impact of all the identified six factors could be because of the following reasons. The basic nature of Employee Engagement practices followed across the various IT companies is quite similar. These practices aim at bringing about Employee Engagement by focusing on some particular Driver of Engagement. They are of Effective, Capable

and Credible Leadership, Employee consideration, Teamwork, Role Clarity, Smooth and Open Communication, Growth Development, Job Fit, Relationship with co-workers, Relationship with immediate supervisors, Manageable Workload and Stress Levels, Organization's Reputation for social responsibility, Confidence in Organization's future, Organizations' Reputation for customer support, Culture of Mutual respect, Comfortable Physical Work Environment, Fair Treatment, Satisfactory Training, Fair and justified Payment and Promising future for self. Thus, an engaged workforce is a happy and a loyal workforce. It definitely gives an extra edge to the organization helping it remain competitive.

To conclude, the study was conducted with the basic objective of uncovering the Employee Engagement practices being followed in IT companies and establishing a relationship between the Drivers that these practices focus upon and the various elements or parameters of Employee Engagement. An engaged workforce is a happy and a loyal workforce. It definitely gives an extra edge to the organization helping it remain competitive.

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