

# A Study on Employee Engagement among Information Technology Employees

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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 in India. 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, IT Industry, Job Satisfaction.

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## I. Introduction

Most organizations today realize that a 'satisfied' employee is not necessarily the 'best' employee in terms of loyalty and productivity. It is only an 'Engaged employee' who is intellectually and emotionally bound with the organization, feels passionate about its goals and is committed towards its values who can be termed thus. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. The facts that it has a strong impact on the bottom-line add to its significance. Engagement is about motivating employees to do their best. The quality of output and competitive advantage of a company depend on the quality of its people.

The term Employee Engagement was originated by the Gallup organization, consequent to 25 years of interviewing and surveying employees and managers, every year and the results are attractive for two reasons: - According to the survey, Employee Engagement has a statistical relationship with productivity, profitability, employee retention, safety, and customer satisfaction .

Engaged - "Engaged employees work with passion and they feel a profound connection to their company. They drive innovation and move the organization forward."

Non- Engaged - "Non - Engaged employees are essentially 'checked out'; they are sleepwalking through their day, putting time – but not energy and passion- into their work." Actively disengaged- "The 'actively disengaged' employees are just not unhappy at work; they are busy acting out their unhappiness."

## OBJECTIVE

1. To study on the worker engagement among information technology employees
2. To study on the employee engagement and employee disengagement
3. To study on the factors influencing employee engagement

## EMPLOYEE ENGAGEMENT (EE)

I will initially give setting to EE and representative disengagement, trailed by five topics chose from EE writing to assist the peruser with understanding the parts of the mental and ecological states of EE, specifically: 1) inevitable outcome, 2) organizational and vital commitment, 3) key information, 4) vital change, and 5) key arrangement.

## EMPLOYEE ENGAGEMENT AND EMPLOYEE DISENGAGEMENT

Kahn's (1990) research shows and gives instances of individual engagement and individual disengagement. It ought to be perceived for this exploration that the terms individual engagement and individual

disengagement likewise address the scientist's aim for EE and representative disengagement. Self and job exist is some powerful, debatable connection wherein the individual the two drives individual energies inside the job (independent work) and the level of self inside the job (self-articulation). Individuals become actually associated with assignments, intellectually watchful, and sympathetically associated with others in their work in manners that reflect what they think and feel, their inventiveness, their convictions and values, and their special interactions with others (Miner, 1987). In a meeting at the engineering firm partaking in one of Kahn's (1990) research analyzes, a senior architect portrayed a snapshot of individual engagement when she was (truly) "zooming around the workplace," (intellectually) working out the designconstruction interfaces, and (inwardly) would not give public analysis, relating to others' sentiments. Simultaneously, she put herself out there - the measurements that snared in the work of making plans both stylish and practical - by urging colleagues to contemplate how the customers would really utilize the work, interrogating the main planner's presumptions concerning the plan, giving analysis to others in manners both valuable and tenderly, and working with the customers as a teammate as opposed to a "employed weapon" (Kahn, 1990).

At the point when I was a trough of a bought parts distribution center, a basic shipment was expected in a Saturday when my group was not booked to work. I couldn't run the gear needed to securely empty the shipment. One of my colleagues elected to be available to work and later came in when the shipment showed up and emptied the truck. He did this due to his commitment to the association.

Turning out to be by and by withdrew could be addressed by the pull out of favored measurements from physical, intellectual, and enthusiastic works through basic undertaking practices researchers have called programmed or mechanical (Hochschild, 1983), wore out (Maslach, 1982), aloof or disengaged (Goffman, 1961), or easy (Hackman and Oldham, 1980). Individuals perform errands at some separation from their favored selves, which stay split off and stowed away. Another examination model by Kahn (1990) portrays a second where one of the camp chiefs felt by and by withdrew while showing a windsurfing class. She detailed pulling out herself (truly) by "sending them out and simply laying around", (intellectually) by "not letting them know a lot or assisting them with trip a lot," and (inwardly) by being "more dull, shallow, talking in level, apathetic tones." at that point, she was not showing her own self. "I was truly closed down, not letting free or being entertaining or allowing them to draw near to me by speaking more with regards to myself. I simply didn't give them access, I surmise." Her own disengagement implied pulling out and safeguarding herself against the relational associations that characterized her common individual inclinations in her advocate job (Kahn, 1990).

The three mental conditions that shape how individuals possess their jobs as either by and by connected or withdrew are 1) importance, 2) security, and 3) accessibility. Mental seriousness is related with work components that make impetuses or disincentives to by and by lock in. Mental wellbeing is related with social frameworks made harmless, unsurprising, and reliable to lock in. Mental accessibility is related with the level of individual interruptions that engrossed individual assets accessible to draw in (Kahn, 1990).

## **FACTORS INFLUENCING EMPLOYEE ENGAGEMENT**

### **HUMAN RESOURCE POLICIES**

HR Policies made for recruiting rehearses, security measures to the employees, prizes and remuneration to the employees. This is the rules to the organization where continued in enlistment, choice, advancement and training and so forth,

### **TRAINING AND DEVELOPMENT**

Training and Development given by the association to the employees to upgrade and working on the worker's ability and execution. It is the instructive interaction to change the mentality and gain information to the employees. It is honing the ability of the employees.

### **ORGANISATION CULTURE**

Organizational culture is an arrangement of shared presumptions, qualities, and convictions, which utilizes how individuals act in associations. It demonstrates the clothing standard, act and play out their positions in the association. Association culture conveys techniques and limitations about the firm to its individuals.

### **ORGANISATIONAL COMMITMENT**

Organizational commitment is the "connection between the employees experience with their association". Clearly, serious employees by and large feel an association with their association, feel that they fit in and feel they comprehend the objectives of the association.

### **EMPLOYEE ENGAGEMENT IN IT INDUSTRY**

There are not many scholarly examinations which centers around representative engagement in IT industry. Some of them are referenced beneath:

Thakur (2014) concentrated on the impact of representative engagement on work fulfillment in IT Sector. She concentrated on a cross segment of administrative and administrative staff in the IT Sector. The review endeavored to comprehend exhaustively about worker engagement in IT Sector and to decide the impact of representative engagement on work fulfillment. The review uncovered that there exists a positive connection

between representative engagement and occupation fulfillment in IT Sector. She tracked down that in the IT Sector at the administrative level prizes and acknowledgments are essentially connected with work contribution. Different coefficients she considered were inspiration by associates, criticism and direction from director, safe work rehearses, convenient information sharing, understanding work assumptions, training openings, balance between fun and serious activities, appreciation from colleagues, government assistance and advantage plans, positive approaches and strategies, helpful collaborator relationship, vocation development openings, suppositions and thoughts commitment, assets to manage work effectively, reasonable compensation and pay and wonderful and agreeable administration. The review has uncovered that the key ward variable is the factor of positive workplace that prompts work fulfillment which again prompts expanded representative engagement in associations.

Chen, and Francesco., (2000) has tracked down that in the IT industry it has been noticed that mental agreements are changing – the attention isn't on work forever however there are numerous chances for employees to be more versatile. Henceforth the greatest test would be the maintenance and inspiration of IT area employees in India.

Krishnan, and Singh (2010), investigated the results of aims of Indian IT experts to stop their associations. The review investigated execution direction, organizational abnormality, organizational citizenship conduct as results of aims to stop. The review set up that the expectation to stop prompts disengagement as an outcome of less execution direction, higher organizational abnormality and less organizational citizenship conduct. The review has recommended that IT Organizations need to comprehend that separated employees have a high aim to stop which can demonstrate inconvenient to the association from various measurements.

Bhatnagar (2007) researched ability the executives and its relationship to levels of worker engagement in Indian Information Technology Enabled Services (ITES) employees. She read the components answerable for maintenance and representative relations. The review set up that the degree of worker engagement was low toward the start of individuals' vocations and at fulfillment of sixteen months inside the association, employees showed more significant levels of representative engagement prompting an expansion in worker maintenance. The review showed three particular variables of organizational culture, vocation arranging with motivations and organizational help as answerable for expanded worker engagement. The absence of initial two components brought about high weakening in the area as indicated by the review. This examination has proposed that the association should zero in consistently on fostering a favorable organizational culture, constructing distinct profession plans with motivations and prizes. An exact examination on representative engagement rehearses in Business Process Outsourcing enterprises was finished by researchers

## **RESEARCH GAP**

Very few studies are found in Employee Engagement and also less focus to determine the factors that most significantly influence Engagement and level of Employee Engagement in I.T. sector. Sadly, Employee Engagement is not a onedimensional concept, something that can be enhanced by conducting a survey. Instead, companies those that are thriving at increasing Employee Engagement comprehend that it needs a culture change. And the results highlight that there is a direct relationship between Employee Engagement and organizational performance.

According to the survey of NASSCOM, Information Technology in India has extensive growth, which results enormous inflows of foreign investment ultimately contributes to the growth of GDP, export promotion and employment generation for millions of professionals worldwide.

The latest report from NASSCOM confirms that the biggest challenge of companies is not just satisfied employees, but to engage the employees permanently for the organizational success and individual growth.

Of myriad HR-related challenges faced by the industry, the critical one is attrition. A recent report from NASSCOM reconfirms the fact that the biggest challenge of all is to manage the ambitious and transient workforce. As the industry is predominantly service-oriented, the importance of attracting and retaining talent has become crucial. Hence the study on Employee Engagement with respect to the employee's opinion is to be conducted to identify the ways/interventions and means to enhance Employee Engagement in the organizations.

## **II. Research Design And Data Collection**

The success of any research is solely depending on research design. Descriptive research was adopted for this study. The reason for choosing the descriptive research was that it helps in generalization to a greater extent. The study is based on both primary and secondary data. Primary data is collected through a wellframed and structured questionnaire to elicit the well-considered opinions of the respondents. The secondary data is collected from different Business Periodicals, Business journals, magazines, publications, reports, books, dailies, Research articles, websites, manuals and booklets.

**SAMPLING DESIGN, PROCEDURE AND DATA ANALYSIS**

The sampling unit for the study includes employees of selected I.T. Companies engaged in software development in the undivided Andhra Pradesh. Multistage sampling procedure is adopted. On first Stage six I.T. Companies of NCR are selected using purposive Sampling. As many as 20 companies have been approached for the gathering of the primary data. But support was extended by the following 6 companies only. The companies thus selected are Cognizant, Infosys, Mahaveer Info tech, Mahindra Satyam, Tata Consultancy Services, and Wipro. In the Second stage 50 employees from each company are selected using convenience sampling which forms 100 employees as the sample size. Statistical tools used are simple percentages, weighted average method, Factor Analysis, Chi-Square test and ANOVA.

**RELIABILITY ANALYSIS**

Reliability is defined as the extent to which a questionnaire, test, observation or any measurement procedure produces the same results on repeated trials. Briefly, it is the stability or consistency of scores over time or across raters. It is noted that reliability pertains to scores not people. Thus, in the research it is never said that someone was reliable. In other words, it is the reliability of an instrument is the degree to which it yields a true score of the variable under consideration. The extent to which they agree on the scores for each contestant is an indication of reliability. Similarly, the degree to which an individual's response (i.e., their scores) on a survey would stay the same over time is also a sign of reliability.

There are several methods used to establish the reliability of a measuring instrument. Some of these include test – retest method, equivalent forms, split – halves method and internal consistency method. Most preferred methods to measure reliability is an internal consistency method, because it is most effective in field studies and can be done with a single administration. Internal consistency is concerned with the homogeneity of the items comprising a scale. A scale is internally consistent to the extent to which the items in it are highly inter-correlated. This method is the most considered general forms of reliability estimation. In the internal consistency method, reliability is considered as internal consistency, which is the degree of inter correlation among the items that constitute a scale. It represents the level of homogeneity in the items of the scale. Internal consistency is measured using a reliability coefficient of Cronbach's alpha.

The standardized Cronbach's coefficient alpha has been calculated for the (76) items of the data collected.

<b>Cronbach's Alpha</b>	
.827	76

<b>Cronbach's Alpha</b>	Part 1	Value	.696
		N of Items	38 <sup>a</sup>
	Part 2	Value	.699
		N of Items	38 <sup>b</sup>
	Total N of Items		76
<b>Correlation Between Forms</b>			.746
<b>Spearman-Brown Coefficient</b>	Equal Length		.854
	Unequal Length		.854
<b>Guttman Split-Half Coefficient</b>			.854

**III. Conclusion**

Employee Engagement is a positive attitude held by the employees towards the organization and its values. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways. The importance of Employee Engagement in the organizational setting is undeniable. The present research was conducted to study the current level of Employee Engagement, causative factors for Employee Engagement/Disengagement in the Indian scenario and IT sector in specific. Based on data analysis the factors which have emerged as the most important determinants of Employee Engagement are Organizational Support, Intrinsic motivators, Employee centric Organizational culture, Distributive justice, Effective goal-setting, Hygiene elements, Equity, Appraisal Transparency, Customized Training, Feedback, and Peer Cohesiveness. The findings confirm that Leaders behavior, timely rewards and recognition, pay are the strong drivers of Employee Engagement. Fair pay and satisfying benefits package also lead to highly engaged employees.

Hence, improving and implementing Employee Engagement lies in the hands of the organization and requires a perfect blend of the identified factors while designing organizational policies for an engaged

employee. In summary, the findings make it clear that cultures of Engagement, positivity, caring, compassion and respect for all makes the ideal environment. Further investigation may be required, with a larger sample, to find whether the present findings hold same for the employees who work in the night shifts in I.T. industry. The study can be replicated in other sectors where attrition and absenteeism has become a common problem. BPO industry has close similarities with that of IT industry with an equally alarming rate of attrition. Similar study can also be done in other sectors like hospitality, infrastructure, retail, education etc to know the Employee Engagement levels.

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