

AN EMPIRICAL EVALUATION ON EMPLOYEE ENGAGEMENT PRACTICES IN IT INDUSTRY

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ABSTRACT

The IT industry is one which is not limited to software development alone. Technology can be applied in libraries, hospitals, banks, shops, prisons, hotels, airports, train stations and many other places through database management systems, or through custom-made software as seen fit. Among other sectors, the IT sector in India has been driving growth for the last decade and more, and has the potential to continue doing so for the next couple of years if shortcomings are met and challenges are faced. The present study aimed to know the employment engagement practicing in IT industry of Coimbatore District. Employee engagement is the emotional commitment employees have for their job role as well as the company and its goals. Employees are engaged when they feel their work is valuable to the company and helps the organization achieve its long-term goals. Employee engagement cannot be improved only by designing and implementing effective human resource strategies but their involvement and quality of output produced by them also depends on their relationships with their colleagues, subordinates, and seniors.

Key Words- IT industry, Management, Employee engagement, Organization, Relationship.

INTRODUCTION

The IT industry is heavily influenced by factors like the global market and sustenance of its rate of growth. The recession in the United States also impacted the IT community in India negatively. This segment is promising and has vast potential, but there are concerns regarding the demand-supply gap, which is widening. Some challenges which the industry is facing are inadequate infrastructure, tax issues and limited preferential access for local firms. China and Taiwan are examples of low cost destinations, and India needs to change its current tax structure so that it can outdo competition from other countries. One of the biggest benefits

that the computer and IT industry provides in India is the employment it can generate. Other benefits are export and Foreign Direct Investments (FDI). New markets have opened up in the Middle East, Africa, Eastern Europe, and South and South East Asia. India is now a major destination for IT outsourcing. There is no dearth of IT job opportunities in India. Providing employees with ample opportunities to learn and improve their performance, grow their skills, share knowledge and prepare for career development is key to sustaining an engaged-workforce. One way to do this is by developing a culture of continuous learning, complete with the tools to support it. This would mean adopting technology that allows employees access to learning anywhere, anytime, and encourages them to quickly refresh knowledge and improve their skills based on their needs and goals. An engaged employee is driven to help their organization succeed by directing their best efforts towards their work. They believe in the organization, and they will work to make sure that the organization succeeds. It is important to note that employee engagement is different from employee satisfaction. A satisfied employee will not necessarily commit extra time and effort into the organization's success, rather they will perform their job competently without expending extra effort. Job satisfaction tends to be transactional, corresponding to salary and benefits. Employee engagement is not transactional; an employee with a higher salary will not necessarily be an engaged employee. Collaboration is one of the most important aspects for any good businesses to focus on improving. This is because when collaborating on work or projects can help to develop better ideas and even improve employee engagement by encouraging teamwork. The most effective organisations make clever use of employee collaboration effort to reduce company costs and improve efficiency among the team. Collaboration work not only creates a happier workplace, it is often signified as an educated one. This is because it naturally motivates a sense of team bonding within the organisation. This could also become one of the corporate cultures. Employee engagement has become a leadership priority as they constantly seek for different methods to keep their work-force engaged. The management is finding itself being tested every day on its capabilities to keep its employee engaged while also implementing the policies defined. Many surveys and studies are being conducted all around the world by several HR professionals to derive at conclusions about the factors responsible for influencing the engagement.

Employee engagement represents an individual's enthusiasm and involvement with the work they perform. Employees who have high level of engagement are more productive, provided higher levels of customer satisfaction and had lower turnover. Highly engaged employees have a passion and deep commitment for their work, disengaged employees are

generally disinterested and produce low quality work. The present study aimed to know the employment engagement practicing in IT industry of Coimbatore District.

MATERIALS AND METHODOLOGY

Abbaas and Altarawneh (2014) investigated the relationship between the two measurements of employee engagement (job engagement and organizational engagement and organizational commitment measured by three key measurements which are: affective (emotional) commitment; continuance (maintenance) commitment; and normative commitment. The findings showed that frontline employees who have high job engagement and organizational engagement will have high level of emotional commitment and normative commitment. On the other hand, high employees' job engagement can meaningfully affect employees' continuance commitment. Mokaya and Kipyegon (2014) pinpointed that employee engagement involves creating prospects for employees to attach with their managers, colleagues and organisations. However, defining employee engagement is not straight forward; this is obvious from the existence of different definitions made by various researchers as each study examines employee engagement under a different procedure. Unless employee engagement can be universally defined and measured, it cannot be managed, nor can it be known if efforts to improve it are working. Employee engagement goes beyond job satisfaction, organizational commitment, job involvement and organisational citizenship behaviour.

The present study used both primary as well as secondary data. The primary data was collected from the employees working in industry located in Coimbatore District. Field survey technique was employed to collect the pertinent data from the 750 selected sample respondents in IT companies of Coimbatore District. The respondents were selected by using judgment sampling from the selected companies. Questionnaire was the main tool for collecting the data. The secondary data was also collected for the study. The data thus collected from the primary sources were arranged in the simple tabular statements. Multiple regression analysis was used for further analysis.

RESULTS AND DISCUSSIONS

Regression analysis is a set of statistical methods used for the estimation of relationships between a dependent variable and one or more independent variables. It can be utilized to assess the strength of the relationship between variables and for modeling the future

relationship between them. Regression analysis produces a regression equation where the coefficients represent the relationship between each independent variable and the dependent variable. The results of the analysis were put into multiple regression analysis and detailed results are revealed in the below table.

TABLE 1
EMPLOYEE ENGAGEMENT PRACTICING IN IT INDUSTRY (MULTIPLE REGRESSION ANALYSIS)

Variables	B	Std. Error	Beta	T	P
(Constant)	52.014	5.736		9.068	.000
Age	.857	.725	.043	1.182	.238
Gender	4.352	1.173	.133	3.709	.000
Educational status	.069	.642	.004	.108	.914
Marital status	4.058	1.191	.123	3.407	.001
Designation	.274	.445	.022	.617	.537
Monthly income	-1.086	.627	-.067	-1.731	.084
Family type	-1.029	1.208	-.031	-.852	.395
Family size	.310	.961	.012	.322	.747
Residential area	-.975	.865	-.040	-1.127	.260
Experience	-1.812	.543	-.121	-3.336	.001
Working shift	-.038	.749	-.002	-.051	.959
Practicing period	-1.281	.668	-.070	-1.918	.056

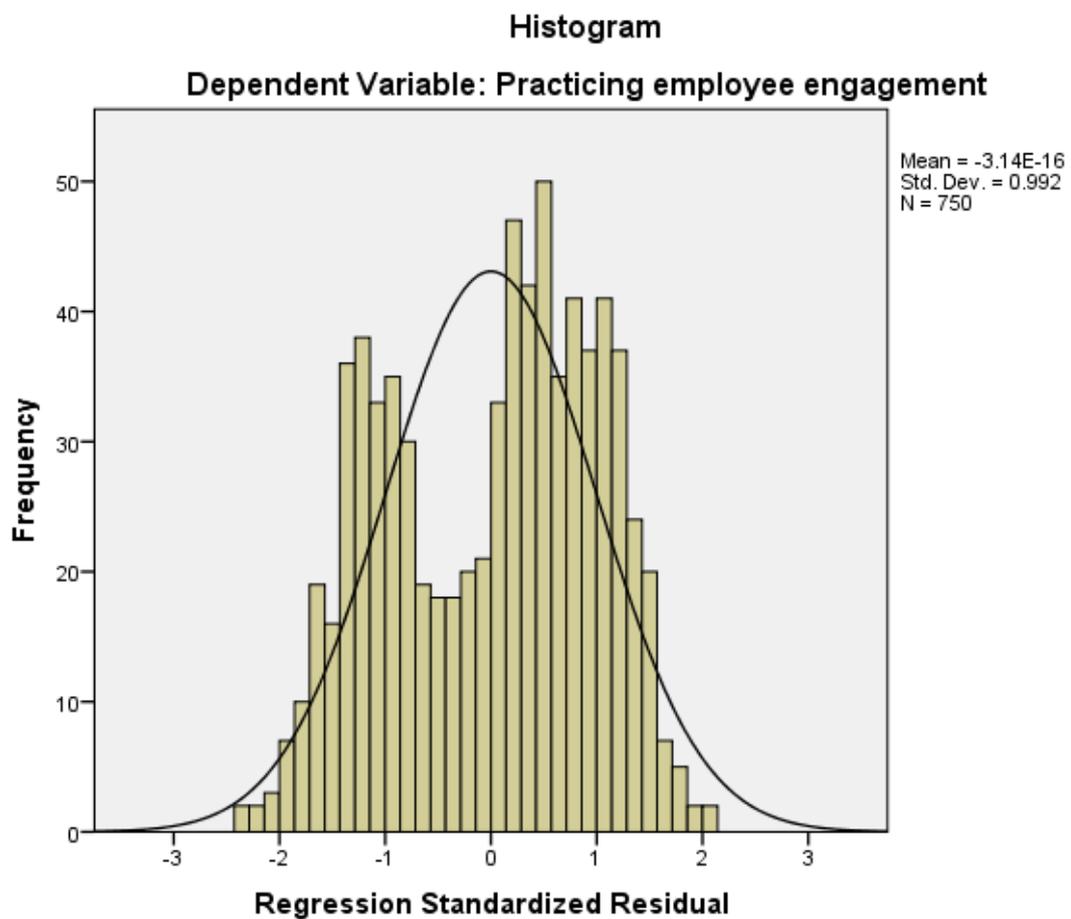
The association between the dependent variable (Employee engagement practicing in IT industry) and selected independent variables such as age, gender, educational status, marital status, designation, monthly income, family type, family size, residential area, experience, working shift and practicing period were studied with the help of regression analysis. It was found that among these twelve variables, three independent variables (gender, marital status and experience) were closely associated with the employee engagement practicing in IT industry.

TABLE 2

R-VALUE

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.249 ^a	.062	.047	15.932

The multiple linear regression component (Dependent Variable) is found statistically a fine fit as R^2 is 0.062 which shows that the three independent variables contribute fine association on the variations in employee engagement practicing in IT industry and this is statistically positive at 1% level. Hence, the multiple linear regression components are found statistically a good fit.



The above Histogram shows the mean value and standard deviation of current analysis. It is deduced from the study which indicates that the co-efficient of respondent’s gender, marital status, and experience were significant at 1% level. It is also renowned that the independent variables such as age, gender, educational status, marital status, designation and

family size are positively associated with the employee engagement practicing in IT industry. Hence, it shows that these variables that contribute to the employee engagement practicing in IT industry are statistically significant and implying that their influence is stronger than the remaining independent variables. The velocity of rising the level of employee engagement practicing in IT industry shows better results of the independent variables such as IT employees age with 1.182 units change, with 3.709 units change in gender, with 0.108 units change in educational qualification, with 3.407 units change in marital status, with 0.617 units change in designation, with 0.322 units change in family size. Thus, from the analysis, the following observations could be made. The employee engagement practicing in IT industry showed positive association with gender, age, occupation, family size, source of information and place of purchase. On the other side, monthly income, family type, residential area, experience, working shift and practicing period were showed negative association with employee engagement practicing in IT industry.

SUGGESTIONS AND CONCLUSION

The idea of just having satisfied employees may be enough for some companies, but maintaining high levels of employee engagement is important for many reasons. When the employees are engaged, the workplace environment becomes a place of positive attitudes. When employees are engaged, the office atmosphere improves, their actions are dependable and internal disputes are minimal, if not non-existent. Workers who are engaged feel like part of the team and in turn, work together to help lead business to successful outcomes. The benefits of engaged employees have a trickle-down effect throughout the entire company. Those who are showing up with feelings of pride and motivation to work provide a higher quality service to the customers. When customer satisfaction is high, profits tend to rise. In turn, shareholders received a better return on their investments. Fostering a workplace environment where the employees feel supported and conduct their responsibilities within a team-focused atmosphere is good for the entire company. A business that has employee engagement strategies tends to have less sick days to account for. Companies with engaged employees can expect to see a reduction in the number of days of work missed by an average of four days per employee per year. Many times, the people who work for any given business only do so out of the necessity of a paycheck. Companies who retain employees with specific skill sets aren't likely to face this issue. However, it still could ring true to some individuals on the staff. Making the employees feel as though they are part of a team and that their presence in the workplace is necessary is a key factor in maintaining higher levels of engagement. By

listening to the employees and hearing their questions and concerns, engaging them in personal conversations, and mentoring and coaching them to put forth their best efforts, it will be helping engagement levels rise. When the company can mirror the best efforts and reliability of their employees, it culminates in a successful business model where everyone is successful, passionate and engaged.

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