

LEARNING EMPLOYEE ENGAGEMENT PRACTICES IN INDIAN IT SERVICE SECTOR

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ABSTRACT

Employee engagement refers to a state where the employees becomes immersed in their work activities and are emotionally attached to their organization. An "engaged employee" is one who is enthusiastic in, and fully involved about their work, and will therefore involve to fit into organization's situational need whenever possible, this study investigated elements of job characteristics leads to high employee engagement. The survey questionnaire contains questions on different dimensions of employee engagement. Data was collected thorough purposive sampling from 82 respondents on five point Likert scale through questionnaire. Cronbach's Alpha reliability of questionnaire was analysed using SPSS (Statistical Package for Social Science) version 17.0. The data was tabulated and was subjected to data reduction technique which resulted in three factors for the study. Findings of the study suggest that conducive work environment, Escalating opportunities and job enrichment leads to higher engagement in employees belonging to fast growing service industries. All respondent belong to age group of 20-40 and 90% of them are below 30.

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INTRODUCTION :

Organizations are facing multifaceted competition at various front in a business environment. Kahn (1990) defines *employee 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”. The discerning aspect of employee engagement describes employees’ beliefs about the organisation, its bosses and working conditions. The emotional aspect concerns how an employee perceives about various elements and their positive or negative impact on organisation and its leaders. The physical aspect of employee engagement emphasizes energies exerted by individuals to accomplish their roles. Most often employee engagement has been defined as emotional and intellectual commitment to the organisation (Baumruk 2004, Richman 2006 and Shaw 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al 2004). Employee engagement is recognized as well known established comprehensive element. Kahn (1990). A positive holistic work state of mind fuelled by dedication, vitality is characterized as work engagement. (Schaufeli & Salanova, in press; Schaufeli, Salanova, Gonzalez-Romá, & Bakker,2002).

REVIEW OF LITERATURE

Employee engagement is derived from military studies of morale or a group's willingness to accomplish organizational objectives which began in the 1920s. The value of morale to organizations was matured by US Army researchers during WWII to predict unity of effort and attitudinal battle-readiness before combat. Kahn (1990, 1992) pioneered the work engagement. He reported specific psychological parameters which need to introspected by employee to enhance the applicability of work engagement or vice versa in the organizations.

- (i) How meaningful is it for me to bring myself into this performance?
- (ii) How safe is it to do so?
- (iii) How available am I to do so?

The combination and matching of task and responsibilities with an individual employee’s abilities, and perception is important. (May et al., 2004; Schaufeli & Bakker, 2004). In total, they become the foundation to know the extent of employee engagement. (Kahn, 1990). He reported employees were more engaged at work in situations that offered them more psychological meaningfulness and safety with availability.

An alternative model of engagement comes from the ‘burnout’ literature, which describes job engagement as the positive antithesis of burnout, noting that burnout involves the erosion of engagement with one’s job (Maslach et al 2001). According to Maslach et al, they concluded rewards, community, social support, seeming equality and standards, workload, control. They also propagated importance of feelings of options and control, recognition and rewards, justice and fairness and valued meaningful work with a reasonable workload to job engagement.

Kahn’s (1990) and Maslach et al’s (2001) reported psychological conditions are required for blooming engagement among employees. According to Saks (2006), a stronger theoretical rationale for explaining employee engagement can be found in social exchange theory (SET). SET argues that obligations are generated through a series of interactions between parties who are

in a state of reciprocal interdependence. More than 100 studies have affirmed the connection between employee engagement and performance, but the Towers Watson 2013 Global Workforce Study — 32,000 employees across 30 countries — makes the most powerful, bottom line case yet for the connection between how we feel at work and how we perform. Employee engagement has become a prominent prerequisite for the organizations to have a competitive advantage. This becomes a crucial factor in service sector organizations.

OBJECTIVE

The research was aimed explore various dimensions which lead to employee engagement, mainly-

- ◆ Recognition and rewards
- ◆ Clear policies and open communication
- ◆ Fair compensation policies
- ◆ Proper training skill
- ◆ Role clarity
- ◆ Pride in working for the company
- ◆ Internal upward mobility within the organisation
- ◆ Work life balance
- ◆ Supervisor- subordinate relationship
- ◆ Physical resources availability

METHODOLOGY

The Objectives of the study were set up and research methodology was determined. Questionnaire containing fourteen items were distributed to employees of different organisations. The collected data was summarised and organised for further analysis. Data analysis was performed on SPSS version 16.0 to derive relevant information from the data collected. Data was collected and inferences were drawn. 62 among 82 respondents are from age group of 20-30 and rest belongs to age group of 30-40.28 are Female and 54 are Male. Data Analysis was conducted using (Statistical Package for Social Science) Version 16.0 .The collected data is coded, tabulated and analyzed with the help of SPSS version 16.0 using Kaiser Meyer Olkin sampling adequacy and factor analysis with *varimax rotation*.

ANALYSIS AND INTERPRETATION

Reliability test was first applied on the collected data. Cronbach's Alpha coefficient on 14 items has been found as .903, suggesting that the items have relatively high internal consistency.

Table. 1 Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	Number of Items
.900	.903	14

Factor analysis was employed to confirm the major parameters defining the whole questionnaire. It was used as a data reduction technique to reduce the number of significant parameters or in other words to remove redundant variables from the data files.

The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that indicates the proportion of variance in variables that might be caused by underlying factors. KMO measures sampling adequacy which should be greater than 0.5 for a satisfactory analysis to proceed. High values .881 indicate that a factor analysis is useful with data. The component matrix gives the factor loading .loadings above '0.6' are considered appropriate. Three factors Conducive Work environment, Escalating Career opportunities and job enrichment have emerged as major factor driving employee engagement...

Table 2: Major Factors

1. Conducive work environment	4.094 of 46.037%
Motivating and fulfilling work environment	.842
Pride in working with organisation	.835
Respect and recognition	.712
Employees opinion and ideas count	.704
Independence and responsibility	.661
Considerate and sympathetic supervisor	.611
Open sharing of information and ideas	.629
2. Escalating Career opportunities	4.218 of 10.654%
Employees opinion and ideas count	.512
Fair policies for promotion and advancement	.782
Opportunities to grow	.659
Open sharing of information and ideas	.639
Chances to improve skill and knowledge	.609
Job role clarity	.566
Fair compensation	.526
3. Job Enrichment	2.235 of 7.518%
Work life balance	.796
Physically comfortable place to work	.794
Fair compensation	.636

EMPLOYEE ENGAGEMENT PRACTICES IN SERVICE SECTOR IN INDIA:

India is a developing country and service sector organizations contribute most to India's growth. Information technology has played a key role in putting India at front position in world's economy. IT sector in India is known to providing different services and outsourcing to the world and its India's biggest employment generating sector. Companies focus on motivation evolution be maintained. CSR policy is to make employees participate in what they are doing .Few organizations have introduced a new HR practice called 'Proactive Employee Engagement Program (PEEP)'. Direct in person communication with prompt feedback is backbone for successful implementation. Bottom to top communication is specially highlighted. Social Edge Employee Engagement is one of the most popular engagement initiatives. Job enrichment parameters like cooperation among colleagues, result based learning methodology; fair compensation practices make the organizations leaders in Market. As corporate governance has become an issues of global importance, Indian organizations have started to leverage it different

sectors of the society, thereby contributing to society. Flexi work policies though a new concept in India Inc. New concepts like “An hour that helps “ where employees can donate their unused leaves to colleagues who need additional paid leaves .It aims to bring coordination among colleagues. Another new employee engagement concept is tailored engagement policies for female employees.

CONCLUSION

This study has concluded that most of the employees in service sector are engaged as most of the responses were on the positive side with minor improvement needed to done to increase employee engagement level. Conducive Work environment, with escalating career opportunities and enrichment of job have emerged as foundation for work engagement. Majority of respondent belongs to age group of 20-40 and out of which more than 90% are below 30 or Gen X employees. Engagement is a measure where inputs vary in the overall engagement equation across organizations. It is next to impossible to apply the engagement practices of one organization to another as recipe for success. By buying into this notion, leaders should begin conversations in their own organizations in pushing to learn which drivers they can adjust to increase engagement, and which drivers they must protect to prevent decreases in engagement across generations. At macro level organisations need to provide resources, tools and over all work place environments that supports engagement and at micro level, employees with managers’ to build a blossoming personal connection with their work and shape out satisfying future in the organization in the dynamic market.

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