ANALYSING THE EMPLOYEE ENGAGEMENT: A STUDY WITH SPECIAL REFERENCE TO PRIVATE COMPUTER SERVICE CENTRE AT CHENNAI

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ABSTRACT

Employee engagement is the outcome of the proper relationship between the organization and its employee. The employee engagement shows the commitment of the employee towards the organizational objectives and its target. It increases the productivity of the entire organization. The Objective of the study is to analyse the level of Employee engagement in the computer service centre in Chennai and to indentify the factors contributing to employee engagement. In this work 60 samples have selected and administered the statistical tools such as Percentage Analysis, CHI-Square test, Weighted Average method. The researcher found that The Employee engagement level in the organization was found to be average. It was found that, Team and Co-worker relations as well as Leadership were to be improved. Suggestions were given to improve these factors.

Key Words: Employee Engagement, Co-Worker Relationship, Leadership.

1. INTRODUCTION

Information Technology plays a prominent role in placing the India in the global map. IT industry is the important sector for the growth of nation's economy and reducing the unemployment rate in the country. It transforms the India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. It helped India to be a knowledge based economy.

The IT sector in India is at US$177 billion in 2019 marked a growth of 6.1% every year and it is projected that the industry size will grow up to US$ 350 billion by 2025. India's IT & ITeS

industry grew to US$ 181 billion in 2018-19. Exports from the industry increased to US$ 137 billion in FY19 while domestic revenues (including hardware) advanced to US$ 44 billion. IT industry employees 4.1 million people as of FY19.Spending on information technology in India is expected to reach US$ 90 billion in 2019.Revenue from digital segment is expected to comprise 38 per cent of the forecasted US$ 350 billion industry revenue by 2025.

Leading Indian IT firms like Infosys, Wipro, TCS and Tech Mahindra, are diversifying their offerings and showcasing leading ideas in block chain, artificial intelligence to clients using innovation hubs, research and development centers, in order to create differentiated offerings.

1.1. Operational Definition of Employee Engagement

Employee engagement is the outcome of the proper relationship between the organization and its employee. The employee engagement shows the commitment of the employee towards the organizational objectives and its target. It increases the productivity of the entire organization.

Employee engagement shows the interest and dedication of the employee towards the job. An engaged employee gives more attention towards the work and about the performance of the company.

These employees willingly go the extra mile, work with passion, and feel a profound connection to their company. They are the people who will drive innovation and move the business forward. Employee Engagement is the extent to which employee commitment, both emotional and intellectual exists relative to accomplishing the work, mission, and vision of the organization.

Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole.

Not-engaged employees offer perhaps the greatest untapped opportunity for businesses to improve their performance and profitability. Not-engaged workers can be difficult to spot. They are not overtly hostile or disruptive and likely do just enough to fulfill their job requirements. Measuring employee engagement is important. Measuring the right things those that matter most to performance and provide a framework for positive change is crucial.

In today economic downturn situation, organization started to look into its people asset internal employee so that they can utilize the human asset to sustain the competitiveness in the industry.

1.3. Need and Scope of the study

The growth of the organization requires the Target engaged employees. It is essential to study about the employee mindset, what makes them satisfied and there by engage them in their work in order to improve the organizational effectiveness. Hence, the company is interested to study the employee engagement level and plans to implement strategies to improve the level of employee engagement.

The scope of the study is limited to all the present employees.

2. RESEARCH METHODOLOGY

Research Design- Descriptive Research

Data Collection- Primary data was collected by the Structured Questionnaire with the 31 questions. Among that 4 questions is for analysing the Demographic factors (Part-A), the remaining 26 questions (part-B) contain 5 factors to analyse the overall employee engagement. The five factors of Employee engagement studied were: 1-Working Environment, 2-

Leadership, 3- Team and Co-Worker relations, 4- Compensation program, 5- Career development. Scaling used in the study is 5 point Likert scale to study the responds mindset.

Sampling Technique- Census Method

Sample size-60

Statistical tools used- Percentage Analysis, CHI-Square test, Weighted Average method.

The data was analysed using the Spss-version-16.

2.1. Research Objectives

- Analyse the level of Employee engagement in the computer service centre in Chennai.
- To indentify the factors contributing to employee engagement.
- To determine the relationship between the demographic factors with the employee engagement.
- To suggest the company for improving the level of Employee Engagement.

2.2. Limitations of the Study

- ➤ The study result depends upon the questionnaire filled by the employees, but their responses may not be consistent.
- ➤ The study is limited to the middle level employees of the company.
- ➤ There was time and cost limitation.

2.3. Research Hypothesis

- ➤ There is no significant relationship between demographic variables (Age, Gender) and the employee engagement.
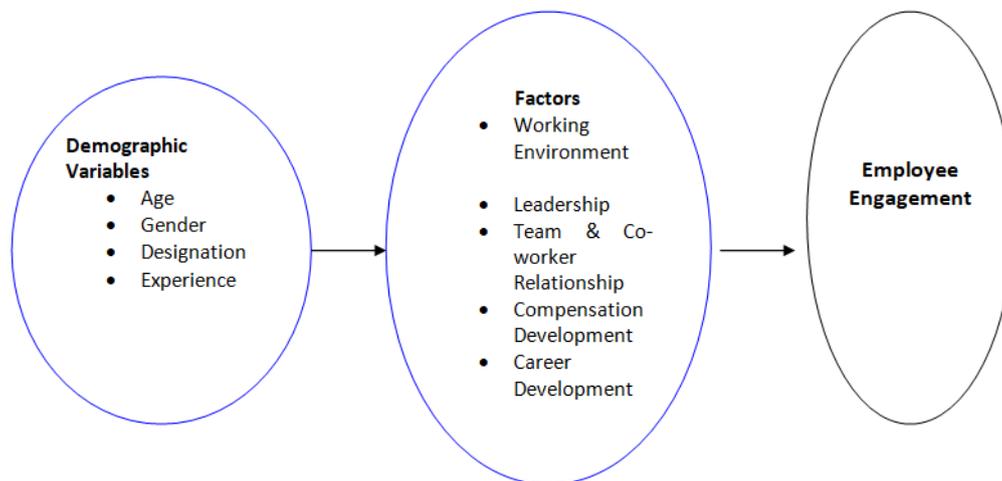

Figure 1 Frame work of the Study

3. REVIEW OF LITERATURE

Pfau and Kay (2002) they found evidence that superior human capital practices or human resource development activities are a leading indicator of better financial performance and that better human capital practices provide higher returns to shareholders.

Mona MN (2003) Employees should be made to feel that their companies' values are clear and unambiguous in order to generate higher engagement. Value amongst other was also found to be an antecedent to employee engagement.

Shaw, K. (2005) the leadership and values espoused by leadership help engage employees. Compensation, reward and recognition are all enablers for employee engagement. A powerful communication strategy internally also keep the employees connected with the firm. Learning and growth opportunities enable employees to be connected and engaged with the firm. Monetary and non-monetary aspects are both important. Where individuals are valued and they get opportunities to contribute and also to discover themselves

Richman A. (2006) the article describes Employee engagement as the involvement and commitment of the workers towards the work; it is the extent to which employee are committed to, believe in and support the; companies values, feel pride in working for employer and are motivated to go the extra mile. The article further claims that there is some association between employee engagement level and its drivers, as well as between demographic variables and drivers of engagement along with level of employee engagement.

The survey of CIPD (2006) an organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. High levels of engagement have been found to be associated with a whole range of beneficial outcomes, including high levels of performance.

Cristina, David PP. (2008) Employee engagement-friendly culture appreciates the diversity related to talents and skills that come in with the employees and prompts the employees to aspire for and achieve the vision of future.

Jack Welch (2008) Various researches have been conducted in the past and all of them have one thing in common that if an organization wants to sustain in the long run then it is really essential for it to have an engaged workforce. Employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment. All efforts are made on maximizing employee output and making the most of organizational resources. An engaged workforce takes an organization to great heights.

Macey W.H.&Schneider. B (2008) According to the article Engaged employees have high levels of energy, are enthusiastic about their work and they are often fully immersed in their job so that time flies. The article also quotes that engagement arises from both personal and environmental factors.

Maylett Tracy M. and Riboldi Juan M. (2008)9 While each of employee engagement factors is important on its own, it is only when all three are present simultaneously that true engagement occurs. When we explore them from a practical perspective, we see that each is actually a distinct and unique concept and that all of three are required components of engagement.

Sandeep, Chris R, Emma S, Katie T, Mark G(2008)10 Adequate level of employee development via training, skills and learning can result in making employees more engaged with respect to the job and the organization

Attridge, M (2009)11 the author describes the direct link between engaged employees and positive business outcomes. He also cites that there is a positive relationship between employee engagement and organizational performance outcomes such as employee retention, productivity, profitability, customer loyalty, and safety.

Dan shangwang (2009) their study examined the effect of authentic leadership on employee engagement through employee trust. The results show that both supervisor's consistency between words and action as well as their moral perceptions are positively related to employee

trust. Finally, employee trust was found to have a partial mediating effect between authentic leadership and employee engagement.

Langelaan.S, Bakker, van Doornen, L. J. P & Schaufeli (2009) the authors describe the relationship between Employee Engagement and Personality. It is quoted that more engaged and less engaged workers are likely to differ in certain traits as well as in the nature of their jobs. For instance, within the widely-applied Big Five taxonomy (Neuroticism, Extraversion, Openness to Experience, Agreeableness, and Conscientiousness) it is found that few of these factors are relevant to engagement.

Saks, A. M (2006) The author in his study reveals that , Job and organization engagement partially mediate the relationships between their antecedents (job characteristics, rewards and recognition, social support at work, fairness at work) and job satisfaction, organizational commitment, intentions to quit, and organizational citizenship behaviour directed at the organization.

Morse and Babcock (2010) they reported a positive correlation between employees' perceptions of an organization's human resource policies and practices and the customer's perceptions of quality and service.

Solomon Markos, & Sandhya Sridevi, M. (2010) Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behaviour. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement.

Swaminathan.J and Rajasekaran D (2010) Employee engagement is the combination of satisfaction, motivation and effectiveness. If an organization lacks anything out of these three, it will lead to a fall in engagement of the employees and hence in productivity. Therefore job satisfaction, motivation, and the effectiveness are the three factors that have impact on the employee engagement.

Dr. Padmakumar Ram & Dr. Prabhakar. (2011) in this study we investigated the antecedents and consequences of employee engagement in Jordanian Industry. The results confirm the relationship between Employee Engagement and Perceived Organizational Support. The effect of Job Characteristics, Intrinsic and Extrinsic Rewards, Perceived Supervisor Support, Perceptions of Procedural Justice, Perceptions of Distributive Justice on Employee Engagement is also confirmed.

Jeff Sugheir, Malcolm Coco,& Gundars kaupins.(2011) They have studied that prevalence of organizational surveys and respondents perception of the state employee engagement in the organizations. These results support the notion that employee surveys are commonly practiced, while management action based on those surveys are not. Financial control need to be supplemented with strategic controls that lead to behaviors at every level of the organization.

Neeta B. (2011) Organizations with highly engaged employees provide their employees with ample opportunities to learn skills, develop abilities, acquire knowledge and reach their potential. Career development practices help organizations retain talented employees and also provide personal development opportunities. Employees tend to invest in companies that invest in them by planning for their career development.

Surya Prakash Pati & Pankaj Kumar. (2011) Work engagement construct and offered a theoretical and rationale for the inclusion on certain organizational constructs that make up the same. Finally the study operates as a test for the existing theories on work engagement and

found them to hold good. Work engagement is not just" application of self to a role" rather it may be appropriately understood as application of self in the role context.

4. DATA ANALYSIS AND DISCUSSION

4.1. Age and Employee Engagement

Aim: To test if there is any relationship between age of respondents and Employee Engagement.

H0: There is no relationship between Age and Employee Engagement

H1: There is significant relationship between Age and Employee Engagement

Table 1 Age vs. Employee Engagement cross tabulation

Age group	Employee Engagement Score				Total
	Hostile	Disengaged	Contributing	Engaged	
20-25	0	4	18	0	22
26-30	0	3	13	0	16
Total					60

Table 2 Chi-square Test between Age and Employee engagement

	Value	**Df**	**Asym.Sig (2-sided)**
Pearson chi-Square	12	9	0.213

4.1.1. INFERENCE:

It is inferred from the cross tabulation that none of the employees are completely engaged regardless of age group. Table 4.35 shows that sig. value is 0.213 (>0.05) and so the null hypothesis is accepted. Hence there is no relationship between Age and Employee Engagement.

4.2. Gender and Employee Engagement

Aim: To test if there is any relationship between Gender of respondents and Employee Engagement.

H0: There is no relationship between Gender and Employee Engagement

H1: There is significant relationship between Gender and Employee Engagement

Table 3 Gender vs. Employee Engagement cross tabulation

Gender	Employee Engagement Score				Total
	Hostile	Disengaged	Contributing	Engaged	
Male	0	9	41	0	50
Female	0	2	8	0	10
Total					60

Table 4 Chi-square Test between Gender and Employee engagement

	Value	**Df**	**Asym.Sig (2-sided)**
Pearson chi-Square	2	1	0.157

4.2.1. INFERENCE:

It is inferred from the cross tabulation that none of the employees are completely engaged regardless of gender. Table 4.36 shows that sig. value is 0.157 (>0.05) and so the null hypothesis is accepted. Hence there is no relationship between gender and Employee Engagement.

5. FINDINGS

- 36.67% of employees belong to 20-25 age group, 26.66% belong to 26-30 age group, 21.67% belong to 31-35 age group and only 15% belong to 35-40 age group.
- 83.67% of the employees are male and 16.33% are female.
- 41.68% are System administrators, 20% are System engineers, 15% of the employees are Senior System administrators, 8.33% are Marketing Executive, 3.33% are HR associate, 3.33% are Accounts Assistant, 3.33% are Accountant, 3.33% are Billing Executive, and 1.67 % is Front office Executive.
- 43.33% have 5 to 10 years of experience, 41.67% of employees have less than 5yrs of experience and only 15% have more than 10 years of experience.
- 60% of employees agree that they like the working environment.
- 48.33% of the employees are neutral that there is openness and trust in the working environment.
- 40% of the employees agree that there is enough information available for completion of job.
- Most of the employees (46.6%) get personal satisfaction from their job.
- Most of the employees (48.33%) agree that enough resources are available for job completion.
- 36.67% of employees are neutral about leadership of the company.
- 61.66% of employees have neutral feelings about the fact that employees are treated with respect.
- 46.66% are neutral about their interest being considered in company's decision making process.
- 38.33% of employees feel that important issues are not communicated to them.
- Most of the employees (41.67%) feel neutral about support given to their career development by the firm.
- 50% employees are neutral that they are treated with respect by their immediate supervisor.
- 38.33% employees agree that they are motivated by their immediate supervisor.
- 53.33% employees have neutral feeling that their supervisor act as good role model to them.
- 28.33% of employees disagree that they are appreciated by their supervisor.
- 46.67% of employees are neutral about usefulness of supervisor's feedback.

- Most of the employees (35%) are neutral about the help they receive from team members.

- Most of the employees (45%) are neutral that their team work is good.

- 50% employees feel that team members treat each other with respect.

- Almost 46.6% employees feel that enough training is given to them for job completion.

- Promotions within the company are good, that is agreed by 38.33% employees.

- Equal percentage of employees (36.67%) Disagree and have neutral feeling that deserving candidates are promoted.

- 53.33% employees are neutral towards encouragement given for skills up gradation.

- 50% of employees are neutral about the fairness of their pay.

- 53.33% employees have neutral feelings that their company benefit plan meets their needs.

- 38.33% of employees agree that their retirement plan is fair.

- 81.67% of employees are contributing toward employee engagement, 18.33% are disengaged, and none of the employees are hostile or engaged.

- Weighted average values of working environment and compensation program are highest among the 5 factors studied.

- There is no relationship between Age and Employee Engagement as well as there is no relationship between Gender and employee engagement.

6. SUGESSIONS

1. The Employee Engagement activities at the firm should be designed in such a manner that it helps in improving team & Co-worker relations .Lot of efforts should be taken to improve team relations since, it is one of the least contributing factors towards employee engagement. The following initiatives could be taken in order to improve the Team and Co-worker relations:

- Communication club activities

- Group tasks

- Team outings

- Team lunch

2. The leadership was not appreciated by most of the employees ,the effectiveness of leadership could be improved by bringing in the transparency between top management and other employees .Certain initiatives such as CEO speak ,monthly town hall meetings, feedback sessions, Ice breaking sessions can be implemented to improve the interactions between top management and other employees.

3. Career development is the third highest contributing factor. Certain measures can be taken to improve the career development of employees such as:

- Inclusion of executive programs where employees can simultaneously study and complete skill based courses.

- Supporting internal promotion.

- Conducting motivational programs.

4. Compensation program is already found to be good by the employees. But it can be tweaked to convert the contributing employees to engaged employees. A special bouquet of

benefits can be included in compensation program according to employee's quarterly performance.

5. Working environment is the best contributing factor, thus extra efforts should be taken for maintaining a pleasing working environment for all employees.

7. CONCLUSION

- The study was undertaken to analyze the employee engagement level, as engaged employees are more productive and contributing towards the organizational effectiveness.

- The study also focused on finding out factors contributing employee engagement.

- Sample of 60 employees of the organization (Perfect computer services) were part of the survey. The Employee engagement level in the organization was found to be average. It was found that, Team and Co-worker relations as well as Leadership were to be improved.

- Suggestions were given to improve these factors .There was no significant relationship between the age, gender of the employees and their engagement level.

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