MILLENNIALS IN THE IT/ITES: A STUDY OF EMPLOYEE ENGAGEMENT DRIVERS

Dr. Haresh Barot*
Associate Professor, Institute of Management and Training,
Gujarat Forensic Sciences University, Gandhinagar, Gujarat, India.

Dr. Poonam Chhaniwal
Assistant Professor, Institute of Management, Nirma University,
Ahmedabad, Gujarat, India.

*Corresponding Author Email: barotharesh@yahoo.com

ABSTRACT

VUCA (Volatile, Uncertain, Compound and Ambiguous) environment have become the order of the day, so much so that they have become acknowledged by the terms like “perpetual crisis” in leading industry and business circles. This is essentially a signal by top industry professionals to its employees unanimously that should see the VUCA world as a permanent condition. Against the backdrop of this context, talent management is giving sleepless nights to top HR professionals. Coupled with the VUCA world, the forces of glocal market, talent divergence and gig economy has created an ensnarling talent crunch for organizations. The practitioner’s domain is ripe with papers on human capital management and employee engagement, but in spite of this there seems to be a troubling absence of lucidity around the definition, and the scope for the terms talent and employee engagement. Understanding the difficulty of today’s times coupled with the acceptance of start-up culture, there is a crucial requirement to capture, develop and leverage the strengths of Millennials (Gen Y) to the advantage of the organization by way of impactful human capital management practices, which would result to their improvised management. The current context also essentiates understanding of engagement drivers keeping into focus Millennials. The following research study sought to explore and investigate the associations of employee engagement factors with employee engagement. Millennials individuals with birth years between 1980–2000 recruited with Information Technology and Information System enabled services sector of Poona, National Capital Region, Gurgaon, Bangalore, Ahmedabad were considered for the same. The replies were entertained from Millennials employees with work experience of one year and above.

Key words: Talent Crunch, Engagement, Commitment, Engagement Drivers
1. INTRODUCTION
The current glocal world has opened the gate for a novel business contest for the organizations. Globalization has ensured that organizations extend their actions from prime economies to developing economies. Organization success or failure is dependent upon on the manner and the effectiveness with which they utilize their human capital base. The enhanced dependence on the human capital has put on intense pressure on the organizations to reinvent their human capital engagement practices and the technologies as well. The blurred difference among the organizations and the workforce within it and those without it, also steering the organizations towards redefining the human capital management strategies, explicitly on acquisition, tactical human resource planning and manpower engagement. With this background, the top industry stalwarts have genuinely understood the importance of talent management with a heightened belief that talent in any form is undoubtedly, is the only foundation for long term business success. Skill shortages and competency misfits are becoming a serious threat for companies. Looking into the current context, it is pragmatic to align the human capital practices with business strategy. But even today, the responsibility of employee management falls within the ambit of the human resource function rather than being a collective responsibility, which needs to integrated as a part of the organizational plan with ownership from top management.

2. MOTIVATION OF THE STUDY
Human Capital management assumes the urgent priority for the organizations against the backdrop of maturing workforce, demand supply mismatch in terms of skills. Coupled with this organizations are surmounted by the rise of knowledge workers and their stark differences in terms of career expectations with respect to their predecessors. The corporate landscape seems more of battle front tilted towards talent, where organizations seem to be battling out for talent. It is therefore very important that organizations overhaul their existing talent engagement practices or develop talent engagement strategies if not present. Coupled with this addition and ascent of Millennials in the workforce, is deepening the challenge for corporate. Millennials as a generational troop are characterized by diverse traits which are in unique distinction to Gen X and Baby Boomers.

3. THE RISE OF MILLENNIALS IN INDIA
One of the prominent sociologists Norman Ryder has mentioned to a word as organic metabolism. The process occurs when diverse cohorts constitute the workforce. The resultant differences due to the different group traits and the working patterns bring about stress, issues, & change. In the dictionary of sociology this term is defined to as the as generational effect. The corporates of today comprise of four cohorts which are primarily described as Builders (1925-1945), Baby Boomers (1946-1964), Generation X (1965- 1977), and Millennials (1980 onwards). The significant theory, The Maslow’s Ladder of Requirements turns to be effective in elucidating the cohort variances and the value systems. The theory proposed that the hierarchy of needs maintain a firm order which meant that the higher order needs would come into existence only when the minor order need were satisfied. The minor order needs constituted of the physical needs which were nutrition, clothing and housing. Continuing forward the need ladder, are the care and belongings need which comprised of job, bodily
safety and family. The last stages of the need ladder constituted of belonging, self-respect and self-actualization needs. The prominent challenge encountered by the organizations is that all the cohorts are seemingly entering the corporate landscape at varied levels in this need ladder postulated by Maslow, due to the prominent changes in the society and other economic factors. Millennials as cohort are swaying between the self-respect and self-realization levels. Influences from liberalized and globalized world made understand the latent spark of young India.

According to a recent study conducted by Goldman Sachs, Millennials numbers are bound to increase by additional 110 million by 2020. The work also suggested that Millennials is all set to substitute boomers as the prime labor force cohort. Going by the figures, Millennials as percentage of working population between 2005 and 2025 will be ascending from 17 to 20 percentages in India, 25 percent from 17 percent in Brazil and 23 percent from 17 percent in China. Millennials of India is about half the population. Millennials Indian populations are highest across the world. The numbers stand at 1,723,911,077, equal to 25.47 percent of globe population (Indian Population Bureau, 2009). The Millennials of India is an inspiring troop who can be termed as change catalysts, optimistic and possessing a strong urge of direction. They are all geared to conquer the workforce in great numbers in the next 50 years.

Employee engagement can be termed as the important key for the maintenance of talent. It is mentioned that combined, workforce engagement and management could make or halt the bottom line (Lockwood, 2007). Workforce from diverse generations, their unique working styles, working pattern, career aspirations are posing a unique encounter to organizations. Millennials as a workforce is all set to conquer the industry landscape in pronounced figures, and also all set to supersede Boomers as the principal workforce. Attracting, recruiting and managing Millennials will be a prime industry test looking into the context of Millennials stark mindset and approach towards work. Organizations no longer enjoy the liberty to overlook the necessities of Millennials. There are very minimal studies which explores the association or no association between employee engagement drivers with engagement with focus being Millennials.
4. THE INFORMATION TECHNOLOGY AND ENABLED SERVICES INDUSTRY IN INDIA

The ITES/BPO segment has emerged out as a mixed and a speedily expanding offshore marketplace with an ambitious yearly expansion rate of sixty percentage (Tapper, 2004). Matchless mix of low costs, in-depth methodological and linguistic command, established vendors and correct administration regulations have led to India becoming one of the leading BPO global centers in the world (A.T. Kerney, 2007). India without any doubt holds advantage by way of its viable gain with respect to other nations in their support and work. Round 100,000 technical graduates pass out every year out of which many are employed in tech support work at the call centers (A.T.Kerney, 2007).

As per a research study undertaken by Budhwar et al. (2006) with Indian sub-continent estimated income of $148 billion till 2012, the IT/ITES sector mandates flat recruitment of above 3.7 million people. Our country indeed has an extensive pool of “talent pool”, but is found to be lacking on the required industry skills due to which their capacities are in short supply. This has led to amplified stage of pilfering and workforce turnover issues. The attrition figure is the largest in information technology and enabled services at thirty one percent. The other sectors to follow it are mobile, finance and commercial services, flying and hospitality, infrastructure and fast moving consumer goods (FMCG). The attrition percentage in this segment as of now is around thirty to thirty five percentage.

5. REVIEW OF LITERATURE

In one of the prime book on workforce engagement entitled as The New Rules of Engagement, Mike Johnson has explicitly mentioned about the one the most disturbing issues for organizations as employee engagement. This has transformed into one of the most boiling concerns across the industries domestic and international, considering into the contribution it possesses for companies tangible and intangible. Workforce engagement results into positive organizational consequences like consumer loyalty, workforce retention &worker efficiency (Sonntag, 2003, Kahn, 1990, Lockwood, 2007).

Engaged employees are more open to speak and spread positive about the company and more likely to be engrossed in merchandise and service promotion (Scottish Executive Social Research, 2007). The academic study conducted by Luthans and Peterson (2002) showcase that employees who were more engrossed in the organization and the role profile were more optimistic as far their immediate bosses were concerned. They also depicted better performance and achieved company success. This resulted in productive and efficient managers leading to improved self-efficacy of managers. The issue found support by way of findings from Corporate Communication International Survey of US Chief Corporate. The study also mentioned that there were primarily three levels of engagement the engaged, not engaged and actively disengaged, with the last category as the most worrisome for companies (Gallup 2006).

The term worker engagement arose in 2006, when (CIPD), executed a review of the engagement levels in the United Kingdom, employees the results of which were seen in research study named as Working Life: Employee Attitudes and Engagement (Truss et al 2006). Workforce engagement has transitioned to be one of the key deliberated issues in the domain of management. Despite of the fact, very sparse and critical academic research work has been conducted in the domain of workforce engagement. Over and above this, the other disturbing issue involving employee engagement is construct contamination, is the resemblance with other overlapping terms like commitment and job involvement, leading to more misunderstanding than clarity. The pronounced and key concern in the writing is the non-appearance of universally and frequently recognized description of employee
engagement. The prime academic effort on workforce engagement showcases it as an emotive state (e.g. compulsion, affiliation, inclination and warmth etc.), an outcome/output concept (e.g. employee behavior, endeavors, visible actions, corporate citizenship conduct etc.; Macey and Schneider, 2008) or an outlook. The concerned picture about the review mentions the number of disengaged employees to surpass the number of engaged employees. Despite of the fact that employability has increased, corporate houses are offering augmented opportunities and compensation packages, better benefits and employee friendly policies; it is not visible in the engagement levels of the workforce. The research work undertaken by Dale Carnegie Employee Engagement India Study (2016) mentioned 12 percent of subcontinent employees rating their immediate boss as poor, 45 percent were seem to be disinterested towards the prime drivers of engagement. Only 31 percent of workforce visible seemed to be content with their top management and astonishingly 51 percent were uncertain and 16 percent were completely dissatisfied. The key & prime issue is the nonappearance of universally and frequently established definition of employee engagement. The concept has developed over period of time. Varied researchers have offered diverse research work on workforce engagement, often described in different ways and it is hard to see two scholars to define it in one same way (Macey and Schneider, 2008).

Certain other academic study depicted it in the form of constructs such as generosity or initiative (Macey and Schneider, 2008). The domain of workforce engagement has also received considerable consideration from companies and consultancy houses since 1990. The academic arena also could not stay away from the ripples of workforce engagement, with remarkable work undertaken in the area. In deep analysis of the theoretical work, articles from companies, press and renowned consultancy work on the domain has permitted to pinpoint the origin and growth of engagement in phases theorized in sequence of waves (Kahn, 1990, Saks, 2006, Macey and Schneider, 2008, Robinson et al., 2004, Truss et al., 2006). Certain other work showcases it in the form of terms such as selflessness or initiative (Macey and Schneider, 2008). The field of employee engagement has drawn substantial attention from industry and consultancy houses from 1990. Even the academic world could not stay aloof from this wave with considerable work undertaken. In depth analysis of the theoretical work, papers from practitioners press and renowned consultancy work on the construct has permitted to trace the origin and progress of engagement in phases theorized in thread of waves (Kahn, 1990, Saks, 2006, Macey and Schneider, 2008, Robinson et al., 2004, Truss et al., 2006).

The pre wave was showcased as a receipt of the collective need of the workforce to engross in their role contour and the organizations which they were associated with. For example, Katz and Kahn (1966) mention it as workforce actions significant for fortifying managerial effectiveness. They also described engagement as about recurrent acts of collaboration and creativity, transitioning the normal job requirements but with a higher possibility of serving the bigger organizational goal. Researchers have not used the term workforce engagement, but their academic work acknowledged its role, significance and its linkage with company success. These researchers have not explicitly utilized the term employee engagement, but their research work mentions about its prominence and the linkage with corporate success.

The early 1990’s started with well-regarded academic study on engagement by (Kahn 1990). Kahn is revered to as the forerunner in the domain of workforce engagement. His study is substantial but still he has not used the term explicitly and his work specifically figured on individual engagement. It was visible that a maintained candidate was engrossed in the profile substantially, logically and non-cognitively. The terminology Kahn (1990) has utilized to describe these concepts is ‘individual engagement’ and ‘individual disengagement’. The
occurrence of three emotional drivers characterized the obsession of a candidate to a job position completely. Those included fundamental job features (significant work), safety/parity (social prerequisites encompassing administration process and company rules) and the availability (personal distractions). The said time had also seen people from industry jump into the workforce engagement movement with remarkable work on engagement carried out by reputed consultancies like Endres and Mancheno-Smoak, 2008; Little and Little, 2006; Schaufeli and Bakker, 2004.

The noteworthy studies on workforce engagement through this time was visible in mid of 2000’s, with appreciable contribution from both academicians and practitioners. The time span between 2000-2005 had also seen reputable work from practice and academics. Revered among them is study conducted by Gallup Workplace Audit (GWA). The experts at GWA executed the study by way of explicitly developed survey termed as Gallup Workplace Audit (GWA) (Harter et al., 2002) and the Q12 workforce management survey (Harter et al., 2003). The established survey form has seen broad usage in many engagement studies across the globe. The academic work executed by these consultancy houses was stretched further to embrace GWA/Q12 as both essentials of reasoning and sentiments as consequent drivers of engagement. (Harter et al., 2003) utilized the portrayal ‘as the extent to which workforce treasure, like and contemplate in what they perform and also comprise the component of being recognized’. Investigators from the Institute of Employment Studies (IES), Robinson, Perryman and Hayday (2004) described workforce engagement as a fruitful viewpoint held by the employee towards the enterprise. The company in point must also be involved in generating a culture and environment that endorsed and augmented engagement. The same could be enabled by a sequence of mutual actions, within the organization and employee. Hewitt Associates have described workforce engagement as a twofold process. The researchers describe it as, the presence of emotional and rational responsibility to the enterprise or associations leading to activities that would be adequate enough to gratify the consumers subsequently leading to business improvement (Vance, 2006). This description included vigor and additional effort, comparable to Saks (2006) idea of ‘going the extra mile’.

Workforce engagement was evaluated by way of scale with 18 items and their describing statements. Going to the said elaboration, workforce engrossment could be best styled as condition where executives were dedicated to the enterprise in both rational and affective forms. The same was visible by way of behaviors of say, stay and move forward. The said work on workforce engagement by Hewitt Associates showcased the considerable and positive influence of engagement on company’s results tangible and intangible and that the administration needed to put resources and time for workforce engagement.

The period was also known with a kind consideration and repercussions of workforce management from the discipline of psychology, defined as constructive psychology. It was the existence or non-existence of different drivers that pointed to burnout (Maslach et al., 2001; Harter et al., 2002; May et al., 2004).

The prominent fields that hinted or propelled engagement or burnout are financial paybacks, recognition, managerial and manager support, apparent fairness of rewards and objectivity of procedures (Maslach et al., 2001). The key condemnations of the study were included defining engagement as an opposite of burnout was not appropriate since, these two terms are distinct. The research work executed by Kahn (1990) and Maslach et al, (2001) are noteworthy by way of identifying the needed forces or the factors for the presence or the absence engagement. But to note, the major downside of these works is that they do not provide satisfactory answers as to why employees retort to these forces with fluctuating degree of engagement.
The period from 2006-2010 witnessed inordinate amount of research activity in the field from academicians. The major study in this domain came from Saks (2006). Presenting backing to Kahn’s (1990) research study on the domain, Saks presents engagement of workforce as an ideal mix of rational, emotional and behavioral components.

6. PROPELLING FACTORS OF ENGAGEMENT
There are few research studies that have researched deep and found out the chief propelling factors of workforce engagement. Noteworthy among them are the research work carried by Kahn (1990), Saks (2006), Langelaan et al. (2006) and Mauno et al. (2007).

The research work undertaken by Kahn showcased the incidence of three critical emotional factors that demarcated the presence and absence of workforce engagement into the job profile. Those included noteworthy input to job profile, fairness and accessibility. Kahn also stated that worker’s showcased varied gradations of engagement in line to their observation of return and also by the resources they think themselves to have.

7. AN ETHOS OF SIGNIFICANCE
Kahn proffered that employees are likely to be engrossed in work conditions that counted good on significance. This proposition got support from Lockwood (2007) who presents that companies investing in culture of job worth and job enhancement had higher forecasts for higher employee management than companies which did not. Relevance reflected a touch of self-fulfillment, where employees could sense that the devoted intelligence and effort are significant on the standpoint of the role and the organization.

8. A BENIGN ATMOSPHERE
The occurrence of assertiveness, without any undesirable consequences on one’s career path and designation is important significant factor for workforce engagement (Kahn, 1990). Candidates were seen to be more engrossed in job conditions that seem to be safe, trustworthy and well-articulated from the employee’s perspective (Kahn, 1990). Protection is principally characterized by the relationship which workers share with their direct boss and co-colleagues which fundamentally has to be inclusive and collaborative (Kahn, 1990).

9. INDIVIDUAL RESOURCES
Physical, emotive and mental resources are essential criteria for work engrossment (Kahn, 1990). Work life equilibrium was also been depicted as a prominent driver in engagement.

10. MANAGER’S INFLUENCE
The prominence of role played by the immediate boss in workforce management was seen to have resonance from both the spheres academics and industry. It is said that respectable company image and organization practices like vigorous hiring, ultimately leading to the entrance of the premium talent with the likelihood of being extremely engrossed in the work. It still goes that employee’s tenure of serving in the organization is highly dependent upon the kind of relationship shared with the immediate boss. This would turn out to be a key decisive factor for employee engagement. These conclusions were also supported by investigational work by Kahn and academic work on engagement carried by May et al. (2004).
11. AIMS OF THE RESEARCH STUDY

- To recognize the drivers of employee engagement with special focus on Millennials employed in IT/ITES industry.
- To investigate the relationship of employee engagement drivers with employee engagement with focus on Millennials.
- To put forward suggestions with an objective to improve engagement of Millennials in IT/ITES industry by way of the engagement drivers.

12. RESEARCH METHODOLOGY

12.1. Sample
The data reported in this paper is to study the association of workforce engagement factors with engagement of Millennials professionals employed in IT/ITES sector. As population mean is not known, researcher has used population proportion method to measure and define sample size. The level of confidence and the permissible tolerance error undertaken by the investigator were 95 percent and at 0.05 as population were unidentified. Taking the following aspects into consideration, the needed sample size was 385, and the actual numbers of respondents were 393, were comfortably superior to the threshold. A well thought-out non-disguised questionnaire was developed to seek the data needed for the said research study.

The measuring instrument was passed to the sample of 393 respondents who are working in IT/ITES industry for more than 01 year. The said research study utilized convenience non-probability sampling coupled with exploratory and descriptive design of research. To accomplish the primary aims of the study, factor analysis and multiple regression tests were undertaken.

12.2. The Analysis Instruments
All the research instruments utilized in the present study of research are either borrowed or personalized from the previous research studies undertaken in the areas of talent management and engagement. The questionnaire in line with the study was basically bifurcated into two heads. The first head constituted mainly on the elementary information like the demographic details of the respondents, while the second head sought information on the specific dimensions of employee engagement. Pilot testing was executed with an objective to find the reliability of the scale. It was followed by certain minor changes. The responses sought from the respondents were primarily on a 5 point Likert scale fluctuating from “strongly agree” (5) and “strongly disagree” (1).

13. DATA ANALYSIS

13.1. Descriptive Analysis
The considerable chunk of the respondents stood men (n=308, standing to78.4 percent) and 21.6 percent as female respondents (n=85). In present study salaried employees working in IT/ITES industry are only considered for further study.

13.2. Reliability Analysis
The questionnaire consisted of non-assorted statements on a five point scale. For gauging the content strength, a pretest with 36 respondents was undertaken, which were not counted in the sampling frame. The respondents were asked to critically assess all the facets of the survey form which included the phrasing of the specific items, structure and sequencing. The generated suggestions were then incorporated before the final usage.
Dr. Haresh Barot and Dr. Poonam Chhaniwal

Table 1 Consistency Figures

<table>
<thead>
<tr>
<th>No of Statements</th>
<th>Concept</th>
<th>Cronbach’s Alpha value</th>
</tr>
</thead>
<tbody>
<tr>
<td>11</td>
<td>Job &amp; Organization engagement</td>
<td>.699</td>
</tr>
<tr>
<td>6</td>
<td>Job Characteristics</td>
<td>.703</td>
</tr>
<tr>
<td>9</td>
<td>Reward &amp; recognition</td>
<td>.933</td>
</tr>
<tr>
<td>4</td>
<td>Distributive Justice</td>
<td>.775</td>
</tr>
<tr>
<td>7</td>
<td>Routine Fairness</td>
<td>.714</td>
</tr>
<tr>
<td>8</td>
<td>Apparent Organization support</td>
<td>.774</td>
</tr>
<tr>
<td>4</td>
<td>Apparent manager support</td>
<td>.808</td>
</tr>
</tbody>
</table>

Before, delving in deep to examine the factors that explained employee engagement, the soundness of the scale was gauged by examining its dependability. For the said purpose reliability analysis was undertaken and the said parameter which defined the consistency, the alpha (α) coefficient was calculated. It was found to be 0.905 (more than threshold limit).

13.3. Factor Analysis

The major objective behind which the test of factor analysis is administered is data diminution and summarization. It could be said that the objective is to bring down a sufficiently greater amount of experiential variables into to a lesser set of underlying factors that would be able to represent the crucial character of the primary variables to the extent possible. The said research work sought primarily to extract the underlying dimensions or constructs that aptly explained employee engagement.

Table 2 KMO & Bartlett Check for Workforce Engagement Factors

<table>
<thead>
<tr>
<th>KMO Figure of Specimen adequacy</th>
<th>.869</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bartlett's test of Sphericity</td>
<td>App. Chi-Square 4.779</td>
</tr>
<tr>
<td></td>
<td>Degrees of freedom 703</td>
</tr>
<tr>
<td></td>
<td>Implication .000</td>
</tr>
</tbody>
</table>

Table II indicated the figures of Bartlett’s Check and KMO of specimen suitability 4.779 and 0.869 correspondingly with noteworthy figure of 0.000, which was well passed with the needed mandate for factor analysis. Therefore, researcher could go ahead for added analysis.

The data secured through the survey was examined with the statistical measure of factor analysis in sequence with the aims of the investigation work. The method of Principal Component Analysis was undertaken in specific. The degree of sampling tolerability i.e. KMO was 0.846 which could be termed as satisfactory. Following ahead the Bartlett’s test of sphericity produced a significance level of (0.000) which indicated a respectable degree of association among the variables (Hair et al., 2002). The technique of Principal Component Analysis and Varimax method helped to extract key factors from the set of variables; with a qualifying criterion eigen numbers higher than one. It leads to the extraction of four factors. As per the loadings of variables on these four factors, they can be elucidated as:
Table 3 Component Matrix for Engagement Factors Variable

<table>
<thead>
<tr>
<th>Components</th>
<th>F1</th>
<th>F2</th>
<th>F3</th>
<th>F4</th>
</tr>
</thead>
<tbody>
<tr>
<td>JC4</td>
<td>0.770</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JC2</td>
<td>0.754</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JC5</td>
<td>0.704</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JC6</td>
<td>0.658</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>JC1</td>
<td>0.569</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>P6</td>
<td></td>
<td>0.772</td>
<td></td>
<td></td>
</tr>
<tr>
<td>R9</td>
<td></td>
<td>0.727</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D1</td>
<td></td>
<td>0.644</td>
<td></td>
<td></td>
</tr>
<tr>
<td>D4</td>
<td></td>
<td>0.640</td>
<td></td>
<td></td>
</tr>
<tr>
<td>PS2</td>
<td></td>
<td></td>
<td>0.851</td>
<td></td>
</tr>
<tr>
<td>PS1</td>
<td></td>
<td></td>
<td>0.801</td>
<td></td>
</tr>
<tr>
<td>PS2</td>
<td></td>
<td></td>
<td>0.777</td>
<td></td>
</tr>
<tr>
<td>R1</td>
<td></td>
<td></td>
<td></td>
<td>0.773</td>
</tr>
<tr>
<td>R3</td>
<td></td>
<td></td>
<td></td>
<td>0.684</td>
</tr>
<tr>
<td>R2</td>
<td></td>
<td></td>
<td></td>
<td>0.617</td>
</tr>
</tbody>
</table>

First aspect comprised of five items, importance of the work content (0.770), find whether nor not the work carried is clearly distinguishable portion of work (0.754), how well are you executing the work (0.704), evidence about work behavior from the task (0.658) and independence in the job with weight (0.569). The categories of items are associated with central facets of occupation which made the job enriched, so this aspect has been entitled “Central Job Aspects.” This explicated 17.892 percentage of the difference.

The second aspect entailed four items, plea for the consequences attained by way of processes with a factor weight of (0.772), return or mark of recognition with weight of (0.727), consequences in association for the energy you put in with respective weight of (0.644) and results in tandem with your job performance with factor loading of (0.640). These categories of items were associated with the equality of managerial process, rules, guidelines and the consequence of the performance. So the said factor was labeled as “Organizational and Routine Equality.” This elucidated 16.007 % of variance.

The 3 factor comprised of three items, whether the immediate boss was bothered about the welfare with loading (0.851), whether the immediate boss was concerned for your view points with factor (0.801) and whether company was considerate about the worker aims & values with factor weight (0.777). All of them are associated with the Organization & Managerial assistance. So the nomenclature provided to the same is ‘Organization and Supervisory Support’. This counted 15.628%.

The 4 factor comprised of 3 variables, a wage hike with a weight of (0.773), second and third with career advancement and career stability with weight of (0.684) and (0.617). All of them were associated with pecuniary compensation, so the nomenclature provided to this variable is ‘Reward’ which counted for 13.128 % of the variance.
13.4. Factor Analysis for Organization Engagement

Table 4 KMO & Bartlett Check for Organization Engagement

| KMO Figure | 0.500 |
| Bartlett's Check | Approx. Chi-Square | 175.543 |
| Sphericity | Df | 1 |
| Significance | 0.000 |

Table 5 Constituent Matrix for Organization Engagement

<table>
<thead>
<tr>
<th>Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>EE2</td>
</tr>
<tr>
<td>EE1</td>
</tr>
</tbody>
</table>

As visible from the above tables the figures of KMO& Bartlett’s test (0.500, 0.000), with Anti Image Matrix (>0.5), Communalities (>0.5), Eigen values (>1), % of Cumulative Variance Elucidated (>80 percent) and Factor Loadings (>0.5) are higher than cut of values. Therefore, after thorough review one factor has been recognized. The factor comprised of two variables (EE1, EE2) built on noteworthy loadings. The two variables (EE1, EE2), explicitly mention about how the executive looses trajectory of time when into work &in what way they are engrossed into work. The nomenclature assigned to is “Organization Engagement” and they described 80.088 percentage of the variance.

With an objective to examine and find out which facet of employee engagement driver counted most in envisaging employee engagement of Millennials in information technology and enabled services, a rectilinear regression was executed. Also, the effect of these diverse employee engagement factors on engagement of Millennials was gauged by multiple regressions. In the same, different aspects of employee engagement drivers were fed as self-determining items and organization engagement was passed as reliant variable.

Table 6 Multiple Regression Analysis

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>T</th>
<th>Significance</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Constant)</td>
<td>1.771</td>
<td>.274</td>
<td>6.473</td>
<td>.000</td>
</tr>
<tr>
<td>FTR1CJA</td>
<td>.035</td>
<td>.049</td>
<td>.037</td>
<td>.717</td>
</tr>
<tr>
<td>FTR2ORE</td>
<td>.133</td>
<td>.063</td>
<td>.111</td>
<td>2.098</td>
</tr>
<tr>
<td>FTR3OSS</td>
<td>-.176</td>
<td>.061</td>
<td>-.139</td>
<td>-2.879</td>
</tr>
<tr>
<td>FTR4R</td>
<td>.500</td>
<td>.061</td>
<td>.412</td>
<td>8.199</td>
</tr>
</tbody>
</table>

a. Reliant Variable: FACTOREE

13.5. EQUATION 2OE= 1.771+.035FACTOR1CJA+.133FACTOR2ORE-.176FACTOR3OSS+.500 FACTOR4R

The concluding regression prototypical with four autonomous constructs Central Job Aspects, Organizational and Routine Equality, Organization and Supervisory support and Reward accounted for almost 63 percentage of the factor employee engagement. The familiar R² showed no over fitting and that result can be widespread from the viewpoint of the proportion of opinions of the items in the equation. The result conveys that “p” is 0.000. Since this number of likelihood is lower than  α =0.05, we can settle to a point that regression on the entire is noteworthy.
We could summarize that a Central Job Aspect is not a noteworthy descriptive variable for workforce engagement by looking to the probability value (p= 0.474), while Organizational and Routine Equality (.037), Organization and Supervisory Support (.004) and Reward (.000) are noteworthy descriptive items for construct engagement. We can see that company & organization and supervisory support are undesirably associated with engagement.

14. DISCUSSION
To recognize aspects influencing engagement, factor analysis was conducted. Four aspects stood identified cum extracted and out of the aspects identified, one factor “Central Job Aspects” elucidates 17.892 percentage of variance followed by “Organizational and Routine Equality 16.028 percentage, “Organizational and Supervisory Support” 15.327 percentage and “Reward “with 13.028 percentages respectively. The investigator then carried out connection study to examine out the kind of association among the known autonomous variables and engagement.

It was seed that “Central Job Aspects”, “Organizational and Routine Equality” and “Rewards” were identified to be positively linked with engagement, whereas “Organization and Supervisory Support” was visible to be adversely linked with engagement. Looking back to the table VII it was visible that the association constant of autonomous aspect reward was higher.

Multiple regressions were conducted to find out the association of recognized engagement aspects with engagement. It was seen that central job aspects did not stood a noteworthy descriptive variable for engagement, while organizational and routine equality, organization and supervisory support and reward stood to be noteworthy descriptive variables for engagement.

Looking to the uniform beta numbers as shown in Table VI it was found that organization and supervisor support was seen to be undesirably associated with engagement and that reward stood be a more noteworthy descriptive variable for engagement than organizational and routine equality.

Organizational and routine equality, organization and supervisory support and reward lead to engagement of Millennials. It was seen that organization and supervisory support was seen to be a chief feature of dis-engagement of Millennials candidate; however reward resulted to accentuated engagement. As it always said, employees leave bosses and not the companies and it is the kind of equation you share with your boss which decides the extent of your tenure in the company.

In the light of research work undertaken, it will be correct to mention that concern, care, worry and responsiveness linked with the company and associated managerial backing played an important role in creating a feeling of belongingness and faithfulness between the workforce, that because of this employees were more positioned to respond with a feeling of complementation, subsequently leading to a accentuated engagement. It was all the more substantiated in the case of Millennials candidates, who were more driven by organization which showcased a feeling of concern and above all managers not swayed by designations but willing to mentor them. Therefore, organizations grappling with the issue of disengaged workforce should be keep pace with the employee’s perception of organization and supervisory support by way of surveys and focused interviews etc.

Company initiatives that specifically focus on tapping the workforce themes by way of focused groups, employee surveys, skip discussions, chit chat with Chief Executive Officer and those which showcased gentle backing like tailored worker activities may result personnel to retort with amplified engagement levels.
Pleasant Company and Managerial Backing leads to an augmented industrious workplace. Yet important concrete proposition for the managers is the supreme requirement for identifying the worth of collective exchange principle. For the same, relationships or association between the manager and the subordinate could be strengthened by of easygoing discussions, break plans or heading out to happy hour together. Personalized out and in bound training program for augmenting social interaction with manager would also come out handy. Reverse mentoring could also be sought for smoothening the affiliation among senior and junior.

So far monetary benefits are thought of, they are not be reflected as “band aid fixes” results but needs to be judiciously looked into by the justifying the theory of routine and distributive fairness. Pecuniary benefits or salary is a ‘hygiene driver’ and not an ‘engagement driver’. As far as Millennials are concerned for them fairness and placidity are essential. Specificity, clearness of performance factors are not to be missed out.

As equality is an essential core base of reward program, companies should engage in compensation surveys to with an objective to be in sync with contemporary market wage movements. This would also aid organizations to defend their pay competitiveness.

The other important feature in reward communication in the context of Millennials to seek their buy in. In the context of Millennials flexible reward program could also turn out handy, provisioning enough preference to pick from the available bouquet of benefits. This would be justifiable on the ground the engagement should not be driven by a ‘blanket approach’ but a tailored approach in the background of specific aspirations of Millennials employee. The pay program must be attractive to defend the company brand image.

REFERENCES

Millennials in the IT/ITES: A Study of Employee Engagement Drivers


Dr. Haresh Barot and Dr. Poonam Chhaniwal


