

A Study On Employee Engagement And Its Impacts On Organisation With Special Reference To It Sectors In Chennai

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ABSTRACT

Employee Engagement is one of the recent concept emerged in the companies all over the world. It is where the employees are engaged in their work efficiently and contribute successfully to the organization. An engaged employee is one who fully engages himself into the work for organizations success in a positive way like achieving the objectives of the organization, increasing the growth rate of the organization. It is the enthusiasm and the level of satisfaction an employee that engages him to commits himself into an organization. At the same time there are some people who work in an organization who do not voluntarily engage himself in the organization but with the compulsion of doing it. This paper attempts to study about employee engagement and its impacts on organization in IT sectors. This helps to know about the concept of employee engagement, the factors which contribute to employee engagement and the challenges faced by the organization when the employees are not engaged properly in their job. The data was collected from the employees in IT sectors through a structured questionnaire. Both primary and secondary data were used to collect data. Statistical techniques like ANOVA, Chi-square, and percentage analysis were used to find out the results.

Key words: Employee Engagement, Impacts, Commitment, Organization, Factors

INTRODUCTION

Employee Engagement is the level at which the employees feel comfortable about their jobs and put serious efforts to achieve the organizational objectives with commitment. It is a concept where there is possibility to understand about the organization and the employee. More the employee engage himself into the organization, more will be the growth of the organization and its output. An engaged employee shows a positive attitude towards organization where as a disengaged employee may not be in a position to work efficiently in the organization.

Employee engagement is considered as important because the work done by the employee to the organization drives the organization. An engaged employee always try to adapt the whole of the organizations environment and fit themselves in which they are suitable in. This will lead to a better decision making. This will help the organization to have a better change through their efforts. A committed employee may do his work perfectly and also contributes more to the organization without being asked.

The Employee Engagement can be measured so that the organization can know how much the employee is engaged in and how they are satisfied. It also helps to know them why the employees are not engaged towards their work. Therefore the employee engagement can be measured using techniques like survey, feedback, Relationship with other employees, managers, satisfaction, personal growth.

Employees are engaged not by their own but through certain actors. Some of the factors which contribute to employee engagement are career development opportunities, flexibility in time, pay structure, culture, transparency, autonomy, communication, Recognition. These factors are considered as the major factors which contribute for employee engagement.

On the other hand some of the employees may not commit themselves properly to the organization due to certain factors like; lack of career growth, poor communication, pay, lack of recognition, poor leadership, lack of training, excessive workload, lack of collaboration.

Researchers say that there are 10 C's which is important for an employee to be engaged in an organization. Connect, Career, Clarity, Contribute, Control, collaborate, Convey, Congratulate Credibility and Confidence. With this each and every employee can commit themselves in the organization and work efficiently for organizations success.

This paper helps to know about Employee Engagement and the Impacts of Employee Engagement in an organization especially in IT sectors.

REVIEW OF LITERATURE

Saks (2006) in his Research paper says that organizational commitment differs from engagement. It refers to a person's attitude and commitment towards their organization. It could be argued that engagement is not an attitude; it is the degree to which an individual is committed to their work and absorbed in the performance of their role. The focus of Employee engagement is one's formal role performance rather than purely extra-role and voluntary behavior.

Robinson (2006), in his research paper, An Employee Engagement can be attained through the creation of an proper organizational environment where positive emotions such as commitment and pride are encouraged, which results in better organizational performance, lower employee turnover and better health.

Demerouti and Cropanzano (2010), said about the effects of burnout on engagement and make a recommendation that organizations "try to minimize or optimize job demands such that they do not have effects on employee health". This could be done by making ergonomic accommodations for tasks that are physically demanding or provide an employee a variety of tasks that are both demanding as well as undemanding. Organizations need to put practices in workplace that reduce burnout in addition to focusing on engagement.

Bakker, Demerouti and Brummelhuis (2011) In their research paper, found that employee engagement was a benefit for employee performance but only for "highly Honest employees". The researchers said, this is due to the employees with little honesty is likely needing more guidance to be motivated to perform well.

Anitha (2014), in her Research paper, says that training and career development are one of the important aspects of employee engagement. Training improves job performance, which leads the employee to have more confidence in their ability, and which directly relates to job commitment. The improvement of an employee's career also improves their engagement.

Hansen, Byrne and Kiersh (2014), they said about the relationship between interpersonal leadership and engagement and also found that interpersonal leadership is associated positively with employee engagement. The research also shows that the leaders who exhibit positive interpersonal leadership traits provided environments in which employees could survive.

STATEMENT OF THE PROBLEM

Employee Engagement plays a major role in any Organization. Most of the organization makes use of these in order to make them successful in achieving their goals. The main problem is, some of the employees are engaged in such a way that they contribute more on the other hand some employees are disengaged in their work due to certain factors which make them to give a minimum output which reduces the organizations output also. Since Employee engagement involves both pros and cons where the cons will be a greater risk to the organization. It is also necessary for the organization to Measure the level of employee engagement so that they can take effective steps to make it positive.

Therefore it is important to know the various impacts of employee engagement to the organization and also to know how to measure employee engagement through proper techniques.

OBJECTIVES OF THE STUDY

The following are some of the important objectives of the study:

1. To Find out the factors contributing to employee engagement
2. To know about the Impacts of employee engagement
3. To find out how the employee engagement is measured

SCOPE OF STUDY

This study is mainly focused on the Impacts of Employee Engagement towards Organization. It is especially focused towards the employee in IT sectors. It is mainly focused on the Factors contributing to employee engagement and its impacts. This study can also be further done towards various industries and also can be focused on various other aspects of Employee Engagement.

LIMITATIONS OF THE STUDY

This Study has got certain limitations of which a few have been listed below:

1. The study is conducted among the employees of IT Sectors in Chennai
2. Respondents were reluctant to give proper information because of security reasons.
3. Time Constraints
4. Survey is conducted with limited Respondents
5. The results and findings were based on the responses got from the Employees individual opinion.

RESEARCH METHODOLOGY**Sampling area**

The Study is conducted in Chennai from the employees in IT sectors

Sampling Technique

Purposive Sampling is used to choose the employees of IT sectors because the paper is focused on the impacts of Employee Engagement towards IT sectors. Questionnaires were given to 150 Employees out of which only 100 were selected which is duly filled and it is taken for further analysis.

Statistical tools

The statistical method which is used for analyzing the data is Chi-Square test and ANOVA.

ANALYSIS AND INTERPRETATION**HYPOTHESIS – I**

H0: There is no association between Age and Factors influencing Employee Engagement

H1: There is an association between Age and Factors influencing Employee Engagement

Table showing Chi-square Analysis of Respondents Age and Factors influencing Employee Engagement with Career Development

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.543 ^a	3	.036

Since the p value 0.036 is less than 0.05 that is at 5% significance level, therefore the Alternative hypothesis “There is an association between Age and Factors influencing Employee Engagement with Career Development” is accepted.

Table showing Chi-square Analysis of Respondents Age and Factors influencing Employee Engagement with Communication

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.777 ^a	3	.021

Since the p value 0.021 is less than 0.05 that is at 5% significance level, therefore the Alternative hypothesis “There is an association between Age and Factors influencing Employee Engagement with Communication” is accepted.

Table showing Chi-square Analysis of Respondents Age and Factors influencing Employee Engagement with Pay structure

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1.666 ^a	3	.045

Since the p value 0.045 is less than 0.05 that is at 5% significance level, therefore the Alternative hypothesis “There is an association between Age and Factors influencing Employee Engagement with Pay structure” is accepted.

Table showing Chi-square Analysis of Respondents Age and Factors influencing Employee Engagement with Culture

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	7.051 ^a	3	.030

Since the p value 0.030 is less than 0.05 that is at 5% significance level, therefore the Alternative hypothesis “There is an association between Age and Factors influencing Employee Engagement with Culture” is accepted.

Table showing Chi-square Analysis of Respondents Age and Factors influencing Employee Engagement with Recognition

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.603 ^a	3	.016

Since the p value 0.016 is less than 0.05 that is at 5% significance level, therefore the Alternative hypothesis “There is an association between Age and Factors influencing Employee Engagement with Recognition” is accepted.

INTERPRETATION

From the above tables of chi-square, it is found that The Hypothesis results show that there is an association between Age and Factors influencing Employee Engagement. The reason being is that age plays a major role in recent days because people of different ages may have a different attitude towards work. That is the reason where the results of the survey

reveals that there is an association between Age and Factors influencing Employee Engagement.

HYPOTHESIS – II

H0: There is no significant relationship between Gender and Impacts of Employee Engagement

H1: There is a significant relationship between Gender and Impacts of Employee Engagement

Table showing ANOVA for Gender and Impacts of Employee Engagement

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
High Retention	Between Groups	.102	1	.102	.406	.526
	Within Groups	24.538	98	.250		
	Total	24.640	99			
Higher Productivity	Between Groups	.706	1	.706	3.182	.078
	Within Groups	21.734	98	.222		
	Total	22.440	99			
Increased Profitability	Between Groups	.674	1	.674	3.248	.075
	Within Groups	20.326	98	.207		
	Total	21.000	99			
Increased Employee Loyalty	Between Groups	1.576	1	1.576	6.886	.010
	Within Groups	22.424	98	.229		
	Total	24.000	99			
Achieve Organization Objectives	Between Groups	1.298	1	1.298	7.510	.007
	Within Groups	16.942	98	.173		
	Total	18.240	99			

INTERPRETATION

From the above ANOVA table, it is clear that the factors significant value is more than 0.05, which shows that there is no significance. Therefore it is concluded that there is no significant relationship between Gender and Impacts of Employee Engagement. The reason is that gender does not influence in the impacts of employee engagement because both contributes equally to the organization. In such a case the results shows that there is no relationship.

FINDINGS

The following are the findings of this study conducted among the Employees:

- 70% of the respondents belong to the age category of 18-25
- 78% of the respondents are Male
- Majority of the respondents Agreed that communication, Autonomy and pay structure are the factors involved in employee engagement
- 82% of the respondents said that Employee disengagement is due to poor communication, and 74% of the respondents said that employee disengagement is due to Lack of training
- 70% of the respondents said that the employee engagement can be measured through suggestion box
- The majority of the impacts through Employee Engagement is Achieving the organizational Objectives and other impacts are Less absenteeism followed by More profitability
- Chi-square analysis reveals that there is an association between Age and Factors influencing Employee Engagement
- From the ANOVA analysis, it is found that there is no significant relationship between Gender and Impacts of Employee Engagement

SUGGESTIONS

Some of the suggestions are:

- The employees in the organization should be periodically assessed so that their opinion about their job and working conditions can be known
- The Employee engagement is dependent on the basis of the organization environment. Therefore the environment should be in such a way that it motivates or makes the employee work feel better
- In case of an employee leaves the organization, it is better to have an exit interview so that the company can know the reason behind it. So that it can be changed and it does not happen to any other employees.

CONCLUSION

Employee Engagement is much important in an organization where most of the organizational objectives are achieved. Therefore it is necessary that each and every

employees working in an organization should be clearly assessed and if training needed should be provided to the employees. This reflects the organization in the positive way.

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