A study on innovations in employee engagement with special reference to IT companies in Nagpur city

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Abstract

The study is related with understanding the relationship between employee engagement and its impact on overall performance of the company. Employee engagement is a property of the relationship between an organization and its employees. An engaged employee is one who is fully absorbed by and enthusiastic work and so takes positive action to further the organization's reputation and interest. This study will help to understand emotional involvement and commitment of the employee with respect to employee engagement. This study will also give the emphasis on innovative ways for keeping employees involved by the management and its impact on the employee's productivity.

Keywords: Employee engagement, employee Commitment, employee involvement and productivity

Introduction:

Today's challenge is not only retain the talented employee but also engaged them in the best possible way so that their potential can be utilized in the best possible way. Also, employee engagement can be the deciding factor for success of the organization. Organizations are also setting agenda to apply innovative practices for employee engagement. Because it is the only factor to increase the productivity, loyalty and employee retention. Employee engagement has been defined in different manner by various academicians and researchers. But the widely accepted one is, 'the extent to which

employee commit to something or someone in the organization, how hard they work, and how long they stay as a result of commitment.' It is proved that the employees with higher level of commitment are likely to perform 20% more efficiently than those who are not.

Employee engagement is a complex concept as various factors are influence it. Consequently, there are many ways for engagement. While every organization has their own way of engagement. There is no one 'kit' for defining employee engagement. The key to effective engagement is to apply flexible approach as per the need and requirement of the organization.

Innovation is undoubtedly the critical driver in achieving the success in this competitive environment. Sustainable growth is impossible without innovation. Thus, innovation is crucial part of the success and highly valued in organizations for long term growth. (Anderson, Potocnik and Zhou 2014). None of the organization can innovative accidently or occasionally.

In any organization human resource is the single ingredient in the innovations. The foundation of innovation is ideas, and it is employees who develop, carry react to and modify ideas. Due to the innovations, creative efforts of an employee get reflected.

Review of Literature:

Employee Engagement:

Employee engagement is the metric standard to measure the various aspects in the organization in 21st century. Chalofsky, 2010, said that employee engagement is gaining popularity in the field of human resource development. Kahn (1990), defined employee engagement as "harnessing the employees' selves to their work roles, in engagement, employees express themselves, physically, cognitively, emotionally during role performances."

Employee engagement can be considered as a positive state of a mind towards the work which can be characterized by vigor, dedication and absorption. It can be stated that it is winning over the hearts and minds of the employees in the way that leads to extraordinary

efforts. The employee engagement can be done in three ways such as, cognitive engagement, emotional engagement and behavioral engagement. Cognitive engagement involves meaningfulness, safety and availability as predictors; emotional engagement involves belief, willingness and investment whereas behavioral engagement involves discretionary efforts of the employee. Employee engagement helps the organization to make their employee more honest towards their job, their emotional attachment towards the job also increases, they have also found increased with their productivity and they go extra miles in their work when engaged properly by the organization.

Employee engagement and Innovations:

There are numerous studies had been conducted to show the linkage between employee engagement and innovation. In fact, there are studies which show that engagement is the influencing factor for the innovations and competitiveness. Social Exchange theory provides foundation for the engagement. This engaged behavior of employee motivates to contribute more towards organization.

According to the Vazirani (2007) "Engaged Employee" is builders. Engaged employees always keenly interested in the meeting the desired expectations for their role and exceed them at their best level. It is noted that a significant body is there for a research on innovations in employee engagement. However, this subject needed more in depth study to understand the innovations in employee engagement practices.

Objectives

1. To study detail about employee engagement in IT sector
2. To study the satisfaction level of employee with respect to employee engagement.
3. To determine the relationship between employee engagement and performance level of employee.

Hypothesis

1. Employee engagement helps to improve the performance of employee
2. Employee engagement also gives more satisfaction to the employee.

Research Methodology:

This research is basically a descriptive type of research. It has primary as well as secondary data. Non probability sampling has been used to avoid the un-biasness. The research was conducted on employees of IT sector in Nagpur city. There were 15 IT companies considered for this research which employ more than 50 employee in the organization. Total 40 employees were taken as sample for research study. Random selection was used to select the sample size.

Primary data had been collected by conducting interview with the employees in IT companies. The interview brought out various reasons for satisfaction level of the employee when they engaged in various task and decisions. The study also revealed the level of performance when employees get engaged in the important decisions. The data collected by taking in depth interviews with the employees.

Secondary data was collected through books, journals and internet. Various literatures had been referred to get deep overview on the subject. Various international journals had been studied to understand the phenomenon. The literature review was done for 2 months followed by collecting the primary data.

## Data Analysis and Interpretation:

The data analysis and interpretation includes the analysis of the responses of 40 employees from 15 IT companies in Nagpur city.

The below graph shows the responses of innovative practices they do apply in their organization for employee engagement.

Techniqes	Responses
Set clear expectations	11
keep team members in loop	13
build relationship of trust	15
give feedback	15
deal promptly with performance issue	7
tackle conflicts at an early stage	9
encourage open discussion and debate	7
take aspiration of team member seriously	10

innovative employee engagement Responses

- Set clear expectations
- keep team members in loop
- build relationship of trust
- give feedback
- deal promptly with performance issue
- tackle conflicts at an early stage
- encourage open discussion and debate
- take aspiration of team member seriously
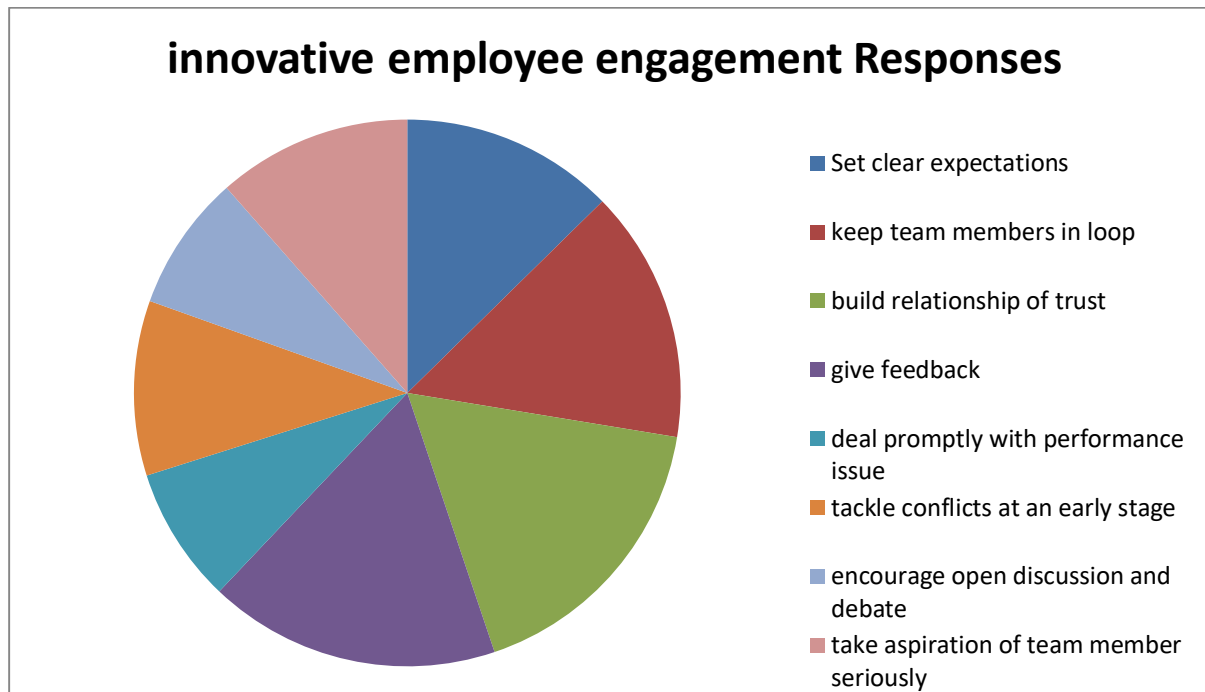
In the above pie chart it is clearly shown that 100% of organization believes in open feedback system and developing the trust amongst employees. Only 7 organizations said that they allow their employee for open discussion. 10 organizations were saying that they take their team members aspirations seriously.

satisfied with employee enagement practices

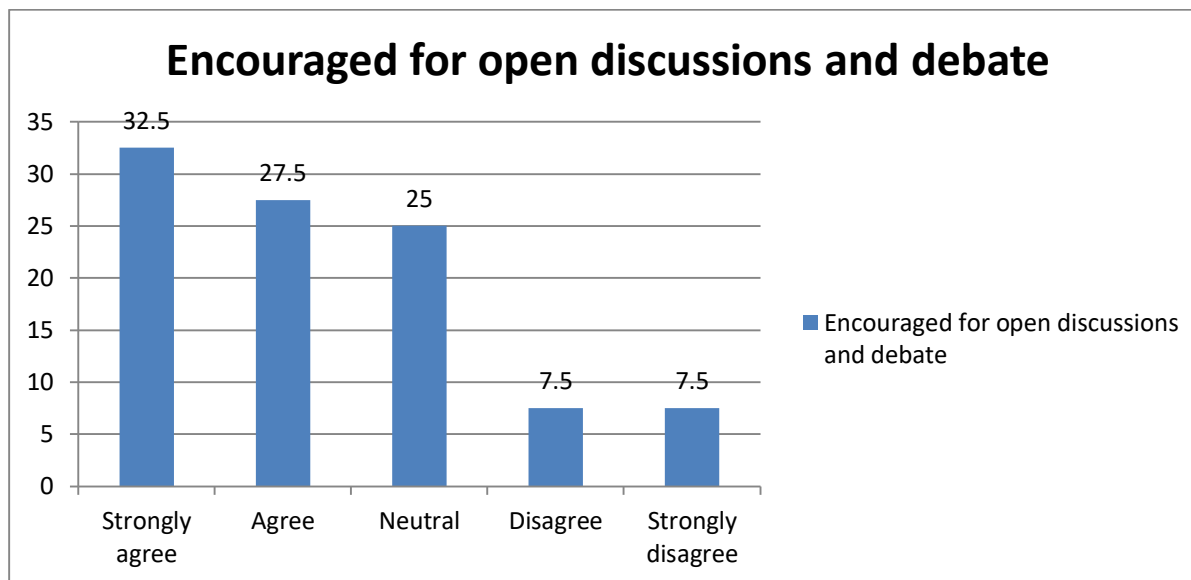- satisfied with employee anagement practices
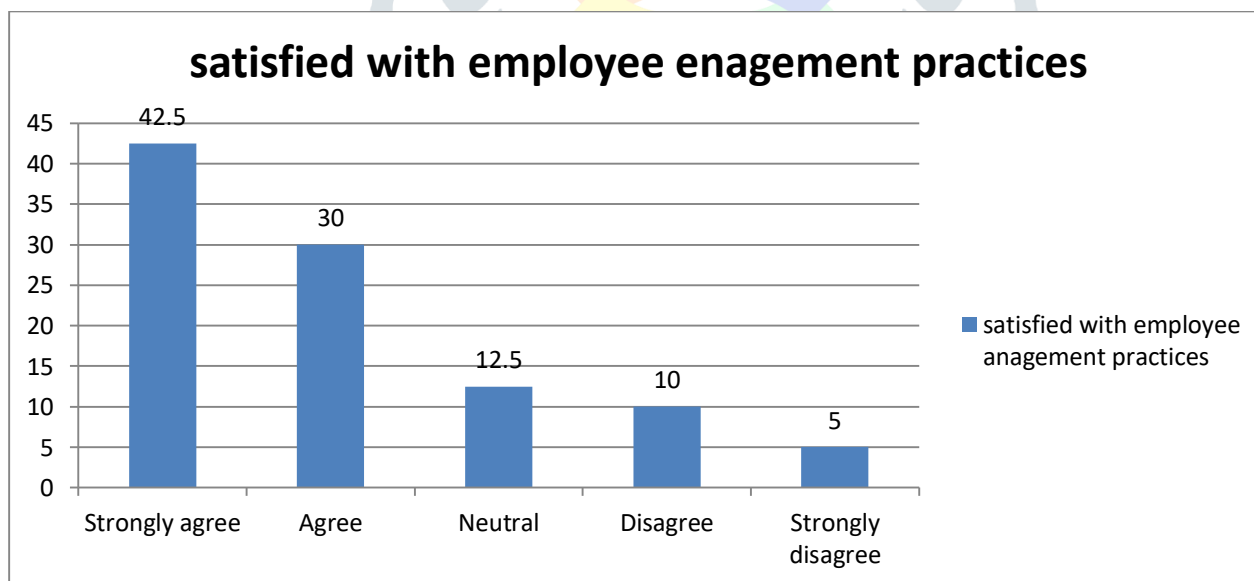
The above graph shows 42.5% of the employee strongly agrees that they are satisfied with the innovative employee engagement practices. Whereas 30% agree that they are satisfied with employee engagement practices. Only 5% were strongly disagreeing that they are satisfied.
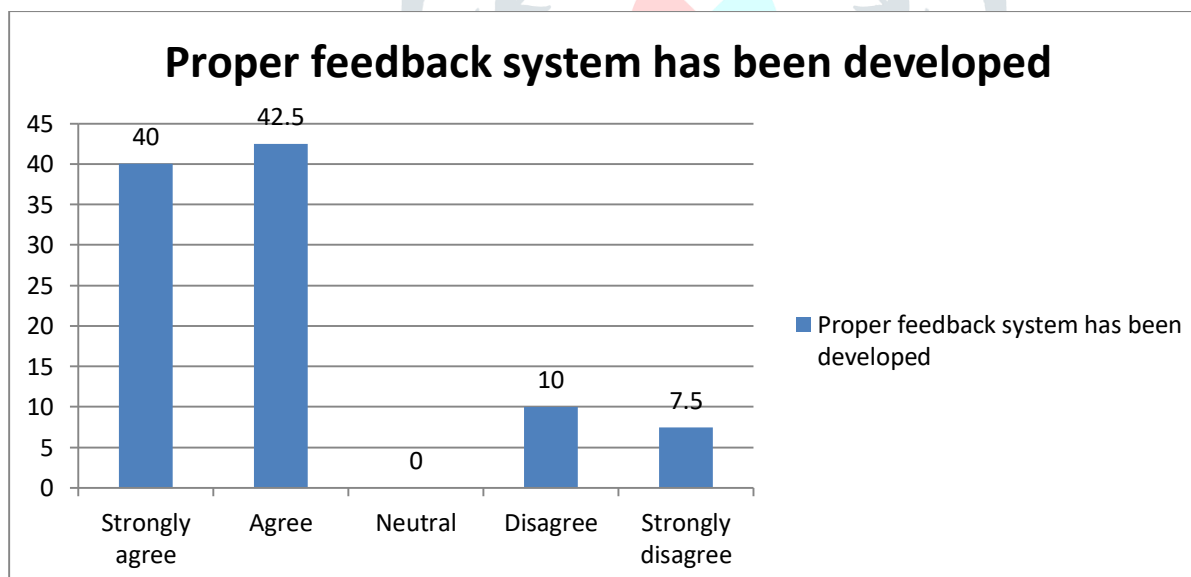
satisfied with empowerment opportunities
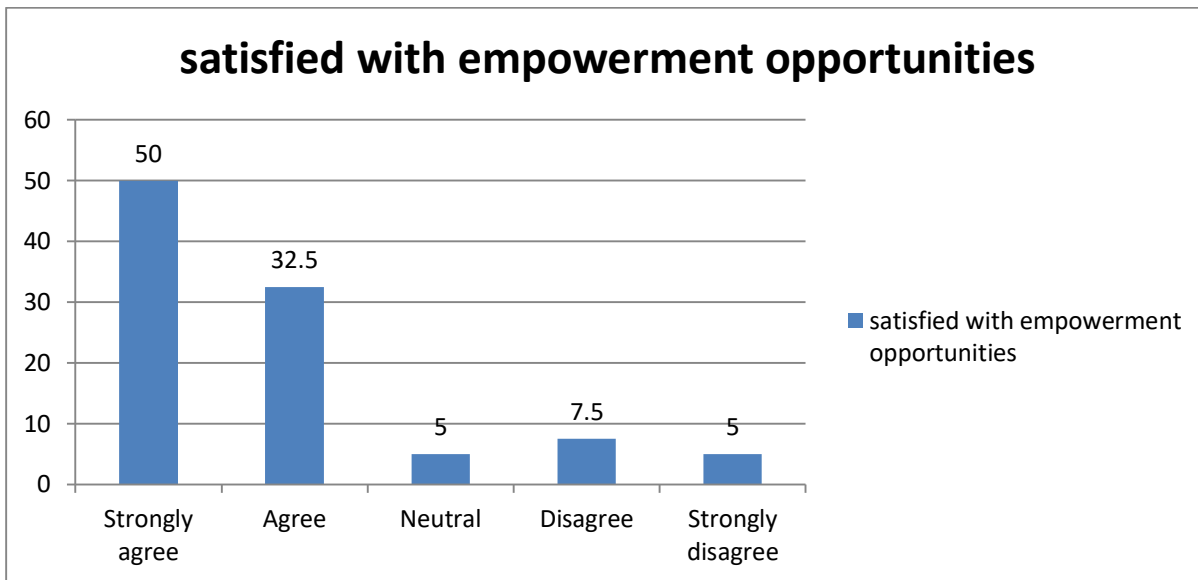
The above graph shows 50% employee strongly agree that they get ample amount of empowerment opportunities whereas 32.5% of employee agree that they are satisfied with employment opportunities. 5% were neutral on it. 7% employees were disagreeing that they are getting empowerment opportunities.

## Employee Aspiration has given importance
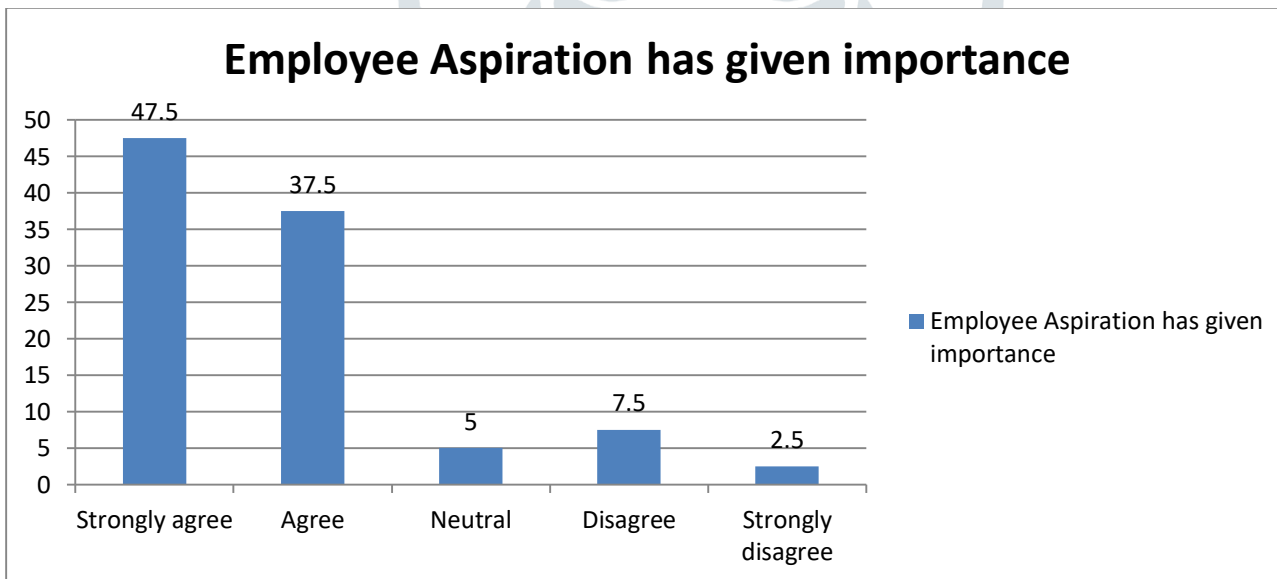
In the above graph it is clearly shown that 47.5% were strongly agree that their aspirations has been given importance by the organization to make them more involved. Whereas 37.5% were agree that they are engaged by giving importance to their aspiration. Very few i.e. 2.5% were disagree with it.

Encouraged for open discussions and debate

Chart values: Strongly agree 32.5, Agree 27.5, Neutral 25, Disagree 7.5, Strongly disagree 7.5

Legend: Encouraged for open discussions and debate

In the above graph it is clearly shown that 32.5% were strongly agree that employees are allowed in the open discussion and debate. Whereas 27.5% were agree that they are engaged by giving importance by allowing them to involve in debate and discussions. . Very few i.e. 7.5% were disagree with it. equal ratio of disagreement can be seen in the graph.

Proper feedback system has been developed

Chart values: Strongly agree 40, Agree 42.5, Neutral 0, Disagree 10, Strongly disagree 7.5

Legend: Proper feedback system has been developed

The above graph shows that 42.5% of the employee were agree that proper feedback system has been developed to engage the employee within the organization. 40% were strongly agree with it. 10% of the employee were feeling that their feedback doesn't play any role in organization and hence they were feeling that a proper system is needed to be developed. 7.5% were also strongly disagreeing with it.

**performance increased due to innovative employee engagement techniques**
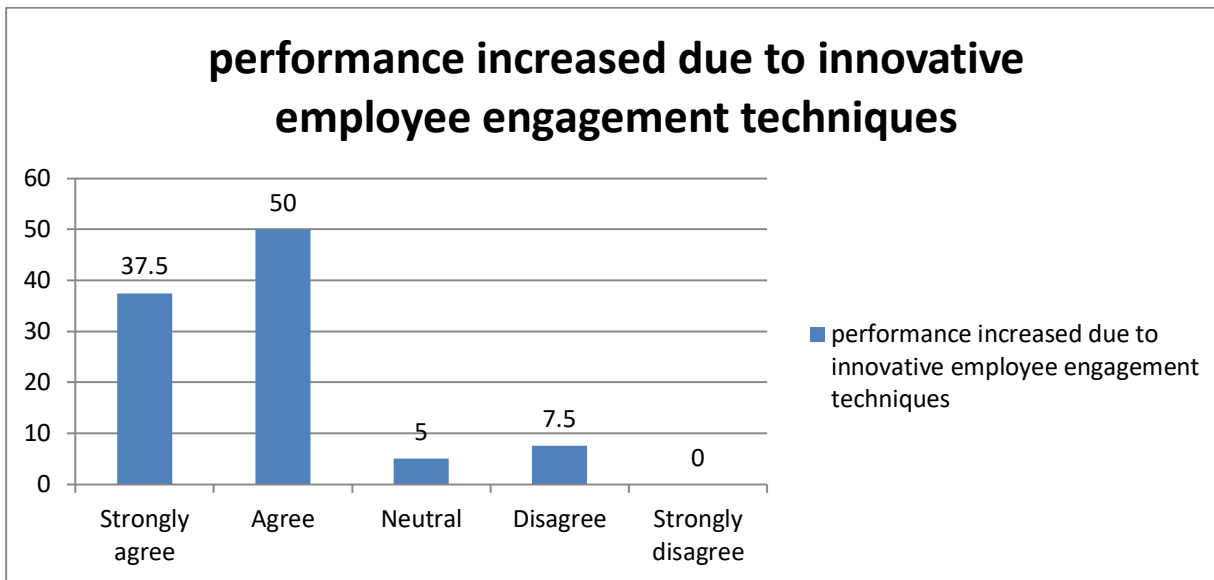
It is shown that 50% of the employee were agree that their performance improved due to innovative employee engagement techniques. 37.5% were strongly agree with it where as 5% were neutral on it. none of the employee has shown disagreement with it. 7.5% were disagree that performance has been increased.

Belongingness towards organization increased
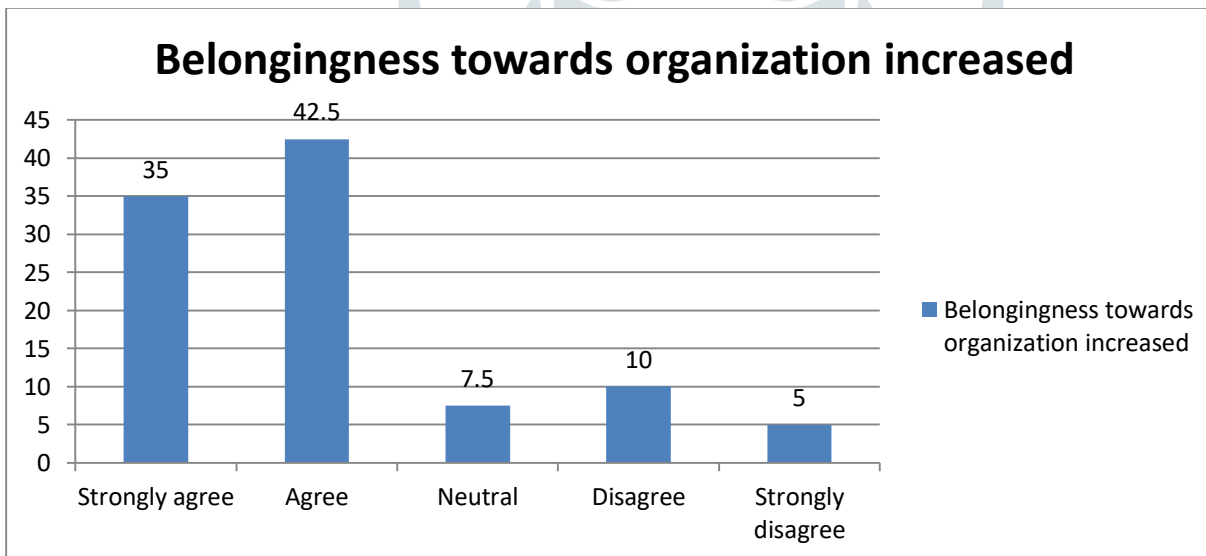
In the above graph it is shown that 35% of the employee strongly agree that their belongingness towards their organization has increased due to the innovative employee engagement practices. 42.5% were only agree with it whereas 7.5% said they are neutral. 10% employees said they disagree with the thought. 5%were strongly disagree with it.

Work place environment become positive
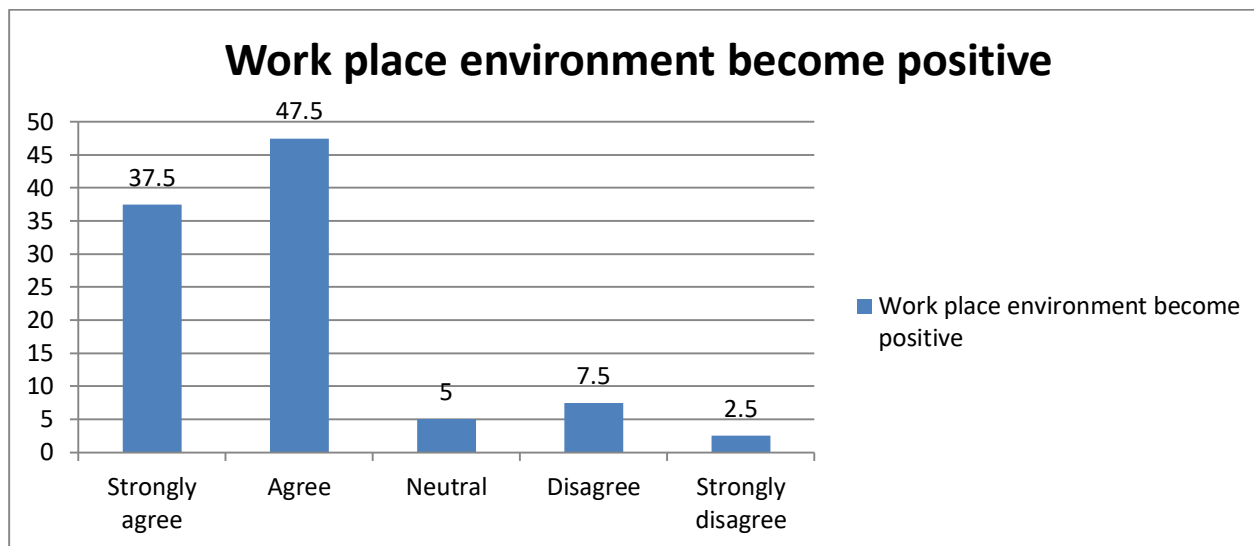
The given graph shows 47.5% of the employees are agree that work place environment become positive due to innovative employee engagement practices. 37.5% were strongly agree and 5% were neutral. 7.5% were disagree with it and 2.5% were strongly disagree.

employee engagement increases job satisfaction level
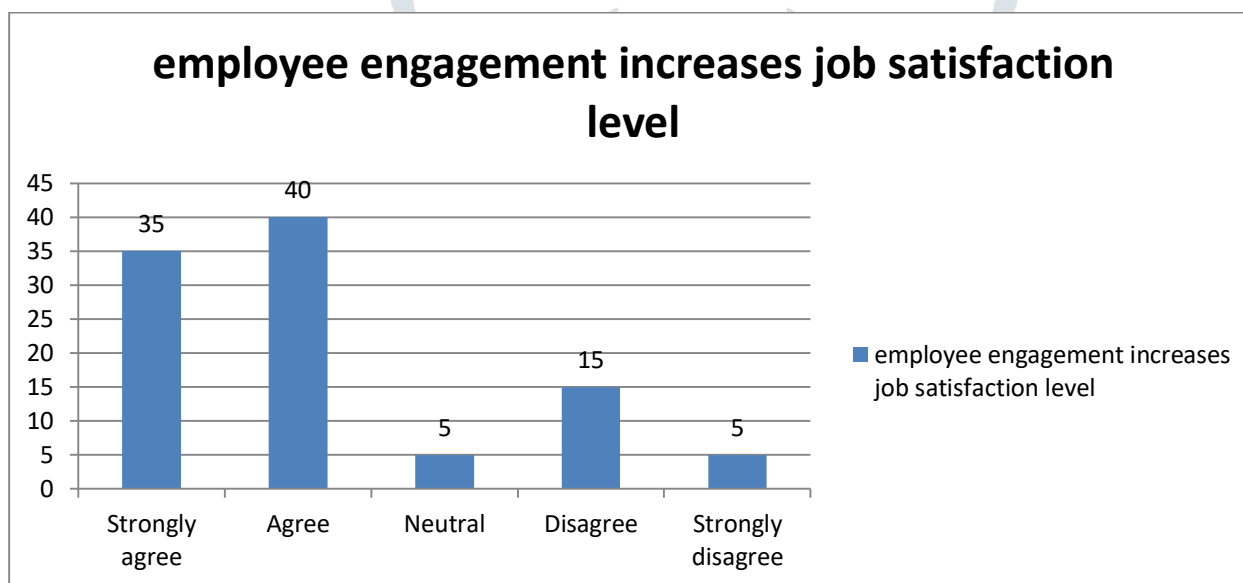
The above graph shows 40% employees are satisfied in their job due to the employee engagement practices. 35% were strongly agree with it where as 15% were disagree with the thought. They said there is no relationship between employee engagement and job satisfaction. 5% were strongly disagree that employee engagement create any satisfaction in them.

Conclusion:

1. From the above analysis it is clearly seen that most of the employees are satisfied due to innovative practices in employee engagement

2. 50% of the employees are strongly agreed that they are getting ample amount of empowerment opportunities in the organization.

3. 47.5% strongly agree that their aspiration has been given importance in the organization. Only 2.5% of the employees were strongly disagreeing with it.

4. 32.5% and 27.5% were strongly agreed and agreed that employees given freedom for open discussion and debate.

5. There is some disappointment seen in feedback system. 10% were disagreed that a proper feedback system has been developed. Only 40% were strongly agreed with it.

6. 50% of the employee agreed that their performance level has been increased due to the innovative employee engagement techniques. Whereas only 7.5% disagree with it. It clearly shows that employee engagement has created a very good impact on the organization as whole.

7. The percentage ratio also shows that maximum number of employee is very happy with the positive work place environment and job satisfaction amongst the employees.

8. The employees also feel that employee engagement practices are really helping them for increasing the belongingness towards the organization.

Suggestion:

1. More effective feedback needed to be developed as most of the employee were feeling that their feedback doesn't played very important role in contributing and engaging them in the organization.

2. Some more innovative techniques can be introduced to have open discussion and debate in the organization

3. More organization needed to deal with the performance issues for getting more benefits through employee engagement.

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