

“A STUDY OF EMPLOYEE ENGAGEMENT WITH SPECIAL REFERENCE TO SELECTED IT COMPANIES IN PUNE, CITY”

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Abstract

The purpose of this Research Paper is to assess the factors that influence employee engagement in the IT Sector ,Pune. The study was started with the measure the engagement level of employees and its impact on organizational effectiveness. In the human resource management employee engagement is an important term. This paper compares the underlying reasons indicating high or low employee engagement. The research has been carried out by some questions and some of the method used in the study. In these paper study about the factors and drivers affect to the employee engagement. For these research, primary and secondary data was collected. The primary data was collected through questionnaire, and interview technique. The secondary data was collected from papers, books and websites and other sources of data. The research paper is based on data collected from 357 employees currently working in IT Sector in Pune city.

Keywords: Employee Engagement, Job Satisfaction, Organizational Effectiveness, engagement factors, Engagement Drivers

Introduction

In this research, we can study the employee engagement in the organization. Employee engagement is a vital term. There are various factors which are affecting employee engagement. It can be defined in various ways. Nowadays employees can be switch their jobs thus it can affect to the organization. Therefore employee engagement and employee retention both are the important activity pool. Through the employee engagement, it can be easy for the organization to achieve the organizational goals. The employee engagement

is an best key to organizational success. Because of employee engagement employees are motivated and get better work.

Employee engagement is defined as employee can be feel passionate to their jobs and committed to the organization, put discretionary effort to their work. The organization only do not hire capable individuals but also grasping the mind as well as heart by every level of work. The research shows that how employee can be engage towards their jobs. In our country the Information Technology (IT) sector is an important sector. It can be contributed to productivity, employment and also agriculture service through new revolution in the Industry as Industry 4.0 or Fourth Revolution of Industry.

Employee engagement is an important to an every organization. The positive attitude can help organization to engage the employees. Employee involvement and commitment is an important factor in the employee engagement. Through the employee engagement employee can be improve their performance and efficient with their work. The organization can be focus both individual as well as group-level engagement. Employee engagement can be characterize by qualitatively and quantitatively.

Literature Review

William A. Kahn (Academy of Management journal) was first introducing the term employee engagement. In that research paper they can study about personnel management and disengagement at work tested the factors which are contributed to engagement and disengagement. In the middle of 1990s they can asked the questions to the employees such as “do you know what is expected of you at work”? He was asked the questions millions of times and create the significant database.

Alan M. Saks, (2006) "Antecedents and consequences of employee engagement", Journal of Managerial Psychology, in that research paper they can study about the difference between job and organization engagement and to measure the variety of experiences and importance of work and organization engagement. Employee engagement is an vast topic in today's world within the accessing organization in the quality business. However, employee engagement has rarely been studied in the academic literature and relatively little is known about its experiences and significances.

Dow Scott (2010) A study an “The impact of reward programs on employee engagement” In these research paper researcher study about the human resource focus towards the compensation, benefit, work satisfaction, motivate the workers and hire the capable people to the work. It is founded in 1955. Also it build a strong network and around 3 lakh members in 100 countries with training certificate, research and conference.

Mamta, sharma R. Baldev (2011) research on “Study of employee engagement and its predictors in an Indian public sector undertaking”. The research paper shows that level of employee engagement within the managers of public sector in India. For conducting these research primary data is collected. The study has revealed that the level of employee engagement in this organization is quite modest. In these research there are three main factors which are observed in these research paper, they are, pay, job content and objectivity.

Preeti Thakur (2014) research on “ A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector”. These research paper study about the effect of employee engagement through IT sector. The researcher was find the finding with the help of work motivation increasing job authority and accountability. Research shows that relation between a employees job and organizational strategy, including understanding how important the job is to the firms achievement is the most important driver of employee engagement. Employee engagement is a vast concept, and it some type of issue which can be affect the employee engagement.

Arti Chandani (2016) , Mita Mehta, Akanksha Mall and Vashwee Khokhar (2016) study on “A review paper on factors affecting employee engagement”. In these study they can research about what factors affect to the employee engagement , why employee engagement important to organization and also improvements to them. In these research study by improving various factors to increase productivity. The employee engagement can be improve by chance to thinking , growing employees,decision making, promise. The research paper study about the micro as well as macro. In the micro level considered as individual level and macro level considered as organizational level. The differences some factors may causes in individual and job characteristics, ethical diversity.

Objectives of the study -

1. To measure the Job satisfaction level of employees at IT Sector.
2. To identify the factors affecting Employees Engagement at IT Sector.
3. To measure relationship and know the association between employee engagement & drivers of the engagement.

Problem Statement

In todays world employee engagement is an vital term. Every Organizations aim to find the engaged employees and by conducting different survey it is easy to organization to find engaged employees. The main problem is to some factors which are affecting employee engagement. Also the drivers are affect to the employee engagement. The actual reason is managers are extreme to knowing what actually can engage or disengage employees. So researcher is focus on these problems and trying to identify the significant factors to improve the employee engagement.

Hypothesis: To test the results and to proceed with research findings, the research study requires Hypothesis related to problem statement. As the present research study is about the factors and drivers affecting to employee engagement the following hypothesis are considered

Hypothesis: factors

H0: there is no significant relationship between defined factors and drivers and employee engagement

Verses

H1: there is significant relationship between defined factors and drives and employee engagement

To test the drivers and factors effect on each other, the research study required to define the relational matrix between all the Factors and drivers. Which is discussed and described in the section Factors and drivers: relation and effect.

Research Methodology

Research methodology is an important part of an every research. Research methodology means collecting the information that can be used to make improve the business related decisions. In the research methodology it contain journals, research papers etc. In these research paper find out the factors affect on employee engagement.

Research design

Research design is closely related to the main problem of the research. In the research design there are mainly six types. In these research paper descriptive research design can be used. In the descriptive research design it means that describe the facts and figures of topic without influencing it. The purpose of the descriptive research design is to be to know the broad outline related to the topic. The descriptive research design is related to theoretical study about the topic. Descriptive research design help the research to collect the data from both qualitative as well as quantitative. Descriptive research design help the researcher to grow the information.

Data collection –

In these research paper the researcher can be used the primary as well as secondary data. For using the primary and secondary data easy to conduct the research paper.

Primary data

Primary data means data collected from the researcher from the first time. Most of the researcher collected the data from primary data. There are various methods to collect the primary data. Some of the primary data collection methods are questionnaire method, interview method, Delphi method etc. In these research paper primary data is collected through ask the questions to the employees in the IT company as well as survey method, interviews.

Secondary Data

The data which will be already used by the researcher is called secondary data. The secondary data collected through websites, journals, company records etc. The benefit of the secondary data is to be data was already fixed by the previous researcher.

Sample size - For these research we selected 6 IT companies which have 480 population size. out of these I choose the sample size 357.

Employee Engagement: Factors, Drivers and their relation

To examine the factors and drives of employee engagement the researcher took the help of exploratory reseracresearch where the researcher concluded with following factors and drivers:

a. Employee engagement factors -

1. **Strategic Alignment** – Strategic alignment is an important term in every organization. Every organization should be allign with their strategy. Employees can go through strategic alignment which can be helpful to organizationto achieve its goals. In these process very much employees from all the levels of the management think that a strategic alignment with the organizational goals and employees individual goals is also preferable. Which is also known as ‘goal congruence’. It is considered in the proportion of performance and pressure respectively. When the performance increases the pressure is decreases, automatically the time of work is also decreases.
2. **Trust in Senior Leadership** – Trust is an best medicine to achieve their own goals. In every organization employees are belive in their top level management. Also they can follow the rules of top level management. In these approach there are three main types i.e.Transformers,Fence sitters, Negeholic.In the transfoemers employees help the organization. It is also called as Intrapreneur. In the Fence sitter employees are mindset is negative. They can go where there is profit. The negeholic employees are addicted to negativity.
3. **Instantaneous Working Relationship with Manager** – Organization should be improve their quality of employee work so they can improve their productivity. The working relationship between manager and employees are positive in nature, as we consider. The relationship between Manager and subordinate is always instantaneous as well as depends on Psychological and current Working conditions including workload, and recent conversation between Manager and Subordinates. Hence, this psychological parameter can be consider as ‘Phychometer’ of the relationship and it may vary survey-to-survey. As, Psychology plays a vital role in this factor a surprising and out-of-the-box findings may be concluded.
4. **Peer Culture** –Peer culture is an important factor of an employee engagement. It can help the organization to engage the employees. The culture of manager and subordinates is strong in nature if it is strategically governed by the help of Peer-Culture aspects. The positive atmosphere results in healthy relationship, pure competition among the peers.
5. **Personal Influence** - In every organization individual impact to employees work. employees can be generate their own ideas and give their best efforts will be recognized.

How the employees can be helpful to the organization as well as other employees. Personal influence is depend uopoun the psychological factor, maturity level of the employees and recognition in particular in the organization..

6. **Nature of my Career** – Employees must know their work and motivate them to work. Organization should be offer them innovative opportunities to develop and achieve their objectives. The individual goals and objectives are congruent to the organizational goals and objectives. There is an transparency between the employee and manager.The career path of an employee is known to all the peoples who work in that organization.
7. **Development Opportunities** – – Every organization should be offer training programmes and give the opportunities to develop them. Also they give the new information and skill to improve their career. When employees can be utilize their skills , knowledge then organization can create the opportunities for them. In these there are two types development i.e. Outsourcing and Internal. In the outsourcing there are three main factors totally outsourcing, partial outsourcing and direct recruitment. In the Internal development the main term is learning organization.

b. Drivers of employee engagement

In the human resource management there are some drivers which can be used in the employee engagement. Employee engagement drivers helpful to organization to improve its productivity. There are some drivers which can be useful in the employee engagement.

1. **Work Environment** – In organization every employee must knoe their job role and work for them. It means that some of the workers are work carefully and complete the target before the deadline. It is an important thing to organization to achieve its goals.
 2. **Rewards and Recognition** – It include reward system which help the employee to engage and grow themselves.
 3. **Learning and Training Opportunities** – knowledge as well as skill is main part to give learning opportunities. Also the learning and training is important to engage the employees.
 4. **Performance Management** – Performance management is an tool used in the employee engagement. Through the performance management it can help the organization to creates the attachment towards the organization.
 5. **Leadership** - Sometimes the employees are not happy with their top level management. Employees must follow the rules of top level management. Manager and employee can be build the strong relation about their work.
- c. **The relation between Employee Engagment Factors and Drives:** To elaborate and understand the significant relationship between Employee Engagement Factors and drivers, and how the factors becomea influential entity to the drivers contributes to the work environment in the organization. To find out what exactly motivates the employees to become transformer or fully engaged employee, and what drives their

emptions to in the process of transforming the current status-quo to new satus the apex-level of engagement is required, the researcher tried to establish the workable relationship between Factors and drivers of Employee engagement as follow:

Sr. No.	Factors
a	Strategic Allignment
b	Trust in Senior Leadership
c	Instantaneous Working Relationship with Manager
d	Peer Culture
e	Personal Influence
f	Nature of my Career
g	Development Opportunities

Table-01: Employee engagement factors

Sr. No.	Drivers
i	Work Environment
ii	Rewards and Recognition
iii	Learning and Training Opportunities
iv	Performance Management
v	Leadership

Table-02: Employee engagement drivers

(1= Poor relation ; 2=Average relation ; 3= Strong relation)

Matrix	i	ii	iii	iv	v
a	3	3	3	3	3
b	3	2	1	2	3
c	3	2	2	3	2
d	3	1	1	1	1
e	1	1	2	2	3
f	3	3	3	2	2
g	2	2	3	2	1

Table-03: Relationship factors & drivers

The influence of relationship between Drivers and Factors on the employee:

In the study of employee engagement, the relationship between drivers and factors not only influence each other, but this influence helps to divide employees in three categories:

1. **Transformers:** the first and the most successful category of the employees with high potential to success and this category also considered as highly risky when they are misguided or wrongly engaged.

The transformer category employees are very much aware about the strategic alignment while developing the work environment. This category always thinks and takes positive outcomes from engagement drivers and their influence on factors like,

- a. Work environment always build on strategic alignment of strategic fit, and helps to develop peer culture.

- b. rewards and recognition helps to establish factor as trust in leadership
 - c. Learning and Training Opportunities contributes in deciding factor like nature of career
 - d. Healthy performance management builds Instantaneous Working Relationship with Manager
 - e. The leadership driver influences employee trust in leadership through strategic alignments and fit the attributes of organization as, strategy, system, structure, human resource and rewards system which results in employee work-life balance.
2. **Fence Sitters:** the wait-and-watch employees who take the time to decide, these type of employees always think of calculated risk. The category supports when necessary otherwise keep quiet and shows average contribution. In negative note, the category always converted into negaholism, rather than transformers, as these employees are with the potential to become a transformers. But the overthinking and sensitivity converts their positive attitude in to negaholism.

Fence sitters driven by all the drivers, they always wait and watch the changes in drivers and its influence on engagement factors and act with calculated risk, like:

- a. The leadership drives the organization and the employees (mainly belongs to fence sitters) start getting personal influences and work on the same to gain profits and see the development opportunities.
3. **Negaholic:** Negaholic category is addicted to negativity just like alcoholic means the person addicted to alcohol, in negaholic, person addicts to negaholism. The highly influential category who can easily convert transformers and fence sitters in Negaholic category. Firstly transformers, converted as negaholic at the end because of influential politics, misguided, broken top management commitment and gap between communication of drivers and factors.

As the negaholic people, always think negative they find no such relationship in drivers and factors, this category of employees are actually victims of:

- a. VUCA work environment and wrongly aligned strategies, where they think that they have been exploited by leaders and indulge wrong perceptions about the current scenario.

Data Analysis, Interpretations and findings:

A. Factors

Sr. No	Factors	Strongly Disagree	Disagree	Neutral	Agree	Strongly agree	Total
		1	2	3	4	5	
a	Strategic Allignment	7	6	17	54	273	357
b	Trust in Senior Leadership	17	17	37	72	214	357
c	Instantaneous Working Relationship with Manager	35	35	35	72	180	357
d	Peer Culture	5	7	36	71	238	357
e	Personal Influence	89	17	90	71	90	357
f	Nature of my Career	5	15	53	60	224	357
g	Development Opportunities	7	5	17	54	274	357
	Total	165	102	285	454	1493	2499

Table No. 1

Sr. No.	Factors	1	2	3	4	5	Total
a	Strategic Allignment	24	15	41	65	213	357
b	Trust in Senior Leadership	24	15	41	65	213	357
c	Instantaneous Working Relationship with Mana	24	15	41	65	213	357
d	Peer Culture	24	15	41	65	213	357
e	Personal Influence	24	15	41	65	213	357
f	Nature of my Career	24	15	41	65	213	357
g	Development Opportunities	24	15	41	65	213	357
	Total	168	107	287	455	1491	2499

Table No. 2

Sr. No.	Factors	P- Value
a	Strategic Allignment	0.0000000006
b	Trust in Senior Leadership	0.4987477327
c	Instantaneous Working Relationship with Manager	0.0000000273
d	Peer Culture	0.0001551777
e	Personal Influence	0.0000000000
f	Nature of my Career	0.0007006166
g	Development Opportunities	0.0000000002

Table No. 3

Interpretation –

As per the above table no 3 of P-values, all the P-values < 0.005 (Smallest level of significance) so researcher rejected the null hypothesis H_0 and **accepted the alternative hypothesis H_1** .

This indicates that there is significant relationship between defined factors and drives and employee engagement

Only one parameter i.e. Trust in Senior Leadership P-Value > 0.4987477327, (smallest level of significance) i.e.0.05 so researcher rejected the Alternative hypothesis H_1 and **accept the Null hypothesis H_0** .

This indicates, there is no significant relationship between defined factors and drivers and employee engagement

B. Drivers:

Sr. No.	Drivers	1	2	3	4	5	Total
i	Work Environment	16	17	17	46	261	357
ii	Rewards and Recognition	17	17	29	90	204	357
iii	Learning and Training Opportunities	17	23	43	142	132	357
iv	Performance Management	18	18	19	142	160	357

v	Leadership	24	28	42	170	93	357
	Total	92	103	150	590	850	1785

Table No. 4

Sr. No.	Drivers	1	2	3	4	5	Total
i	Work Environment	24	15	41	65	213	357
ii	Rewards and Recognition	24	15	41	65	213	357
iii	Learning and Training Opportunities	24	15	41	65	213	357
iv	Performance Management	24	15	41	65	213	357
v	Leadership	24	15	41	65	213	357
	Total	120	75	205	325	1065	1785

Table No. 5

Sr. No.	Drivers	P- Value
i	Work Environment	0.0000013087
ii	Rewards and Recognition	0.0033609444
iii	Learning and Training Opportunities	0.0000000000
iv	Performance Management	0.0000000000
v	Leadership	0.0000000000

Table No. 6

Interpretation –

As per the above table no 6 of P-values, all the P-values < 0.005 (Smallest level of significance) so researcher rejected the null hypothesis H_0 and **accepted the alternative hypothesis H_1** .

This indicates, there is significant relationship between defined factors and drives and employee engagement.

Conclusion:

The above research shows that, there are various factors as well as drivers which are affective to an organizational conduct and behavior. The above analysis shows that, there will be the positive effect to the employee engagement if the factors and drivers of organizational strategy are aligned and configured properly to empower employees and their engagement. In contemporary era, Employee engagement is an vital term of an every organization. The organization cannot hire only talented people but also chanalizing their mind-power, engery and competency to enhance employee engagement and increase their belongingness towards organization. In the todays world, the employee engagement is an important factor to organization to achieve the goals and objectives. The research paper shows that, there will be significant realaionship between the drivers, factors and employee engagement. The research shows that, there will be the significant relationship

between the drivers, factors and employee engagement as there are some factors which will be affect to the employee engagement. The impact of employee engagement on organizational work environment, positive attitude towards their work in the organization. The engaged employees are most important factor for growth of an organization and implement the strategy of an organization. The factors such as strategic alignment, trust in senior leadership, peer culture and so on plays a vital role in organizational development through employee engagement. But, there must be care and caution should be taken as potential and most engaged employees become more dangerous, if they are not treated well, and if organization fail to chanelize the power of drivers and factors of employee engagement to create win-win situation, as employees are self-intelect and attracted towards luctactive market opportunities and this causes high employee turn-over, hence it is important to create win-win situation while handling highly engaged employees.

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