EMPLOYEE ENGAGEMENT PRACTICES AT IT COMPANIES IN BENGALURU

A. ARUNRAJ
Part-Time, Ph.D. Research Scholar in Management
Bharathiar University, Coimbatore, Tamil Nadu, India

Dr. V. JOSEPH PAULRAJ, M.B.A., M.Phil., Ph.D.,
Research Supervisor, Research and Development Centre
Bharathiar University, Coimbatore, Tamil Nadu, India
&
Associate Professor, Department of Management Studies
Anna University Regional Campus, Madurai, Tamil Nadu, India

Introduction

Employee engagement is the connecting of organization members with their work roles. While engaged, individuals enjoy and express themselves physically, cognitively, and emotionally during role performances. Employee Engagement is a quantifiable extent of an employee's positive or negative emotional attachment to their job, peers and company that intensely influences their readiness to learn and achieve at work. Engaged employees are really concerned about the prospects of the organisation and are willing to put in unrestricted effort. Employee engagement can be simply defined as the emotional commitment the employee has to the organisation and its goals. This emotional commitment means engaged employees actually care about their work and their company. They don't work just for a pay cheque, or just for the next promotion, but work on behalf of the organization's goal.

Employee Engagement is the approach by which an organization seeks to construct bondage between the organization and its employees. Employee engagement creates greater motivation within employees for the work they do and increases their commitment to the organization. An engaged employee works with colleagues to improve performance within the job for the benefit of the organization. When employees are effectively and positively engaged with their organization, they form an emotional connection with the company. It is about creating an enthusiasm for their roles, their work and the organization, and ensuring they are aligned with the values of the organization, well informed and well integrated with their colleagues and the fabric or culture of the organization.

Need for the Study

In recent years, there has been a great deal of interest in employee engagement. Many have claimed that employee engagement predicts employee outcomes, organizational success, and financial performance (Bates, 2004; Baumruk, 2004; Harter et al., 2002; Richman, 2006) But surprisingly there has been little research have been done on this topic which has become so very popular (Robinson et al. 2004), An engaged employee is willing and able to contribute to company success. That is engagement is the extent to which an employee puts discretionary effort into his or her work, beyond the required minimum to get the job done, in the form of extra time, brainpower or energy. (Rama Devi, 2009)

So a fully engaged employee is a win-win situation. Engaged employees stay longer and contribute in a more meaningful way. The term ''employee engagement'' may sound new, but it has long existed as a core management practice. In todays competitive environ, companies need to ensure that, in philosophy and practice, they acknowledge the importance of the manager in retaining employees.

This study will give new insight to the IT companies in Bengaluru to have a highly engaged workforce.

Model of Antecedents and Consequences of Employee Engagement

Alan M. Saks, (2006) has proposed the following model. According to this model antecedent of employee engagement are job characteristics, perceived organizational support, rewards and recognition, procedural justice and distributive justice. The consequence of employee engagement includes job satisfaction, organizational commitment, intention to quit, organizational citizenship and behaviour.
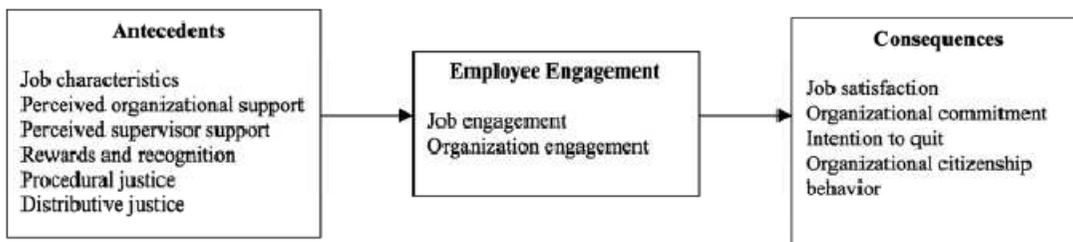
Methodology

A study was conducted among a small of 45 respondents working in the following IT companies in Bengaluru.

1. Infosys Technologies
2. Wipro Technologies
3. Tata Consultancy Service

The major objectives of the study are to analyse the socio economic profile of the respondents, to study Employee Engagement initiatives at IT Companies in Bengaluru and to measure the engagement level of employees at IT Companies in Bengaluru

Findings of the Pilot Study

1. 66.67 per cent of the respondents were male and the rest 33.33 per cent were female
2. 40 per cent of the respondents were programmers, 31.11 per cent of the respondents were team leaders and the rest 28.89 per cent were managers.
3. 26.67 per cent of the respondents were below the age of 25 years, 62.22 per cent of the respondents were in the age group of 25 to 30 years and the rest 11.11 per cent
4. Regarding marital status 46.67 per cent of the respondents were unmarried, 48.89 per cent of the respondents were married and the rest 4.44 per cent belong to others category (others category include divorcee, widower, widow and separated).
5. Educational qualification of 46.47 per cent is B.E.. 31.11 per cent of the respondents were MBA graduates and 22.22 per cent were M.E., graduates.
6. For 22.22 per cent of the respondents total work experience is below three years. For 48.89 per cent of the respondents total work experience is between 3 to 7 years and for the rest 28.89 total work experience is between 8 to 12 years.
7. Regarding employee engagement practices celebrating birthdays, promotions, retirements, newcomers, etc., internal magazine and recognising and encouraging innovation are the regularly practiced employee engagement practices in the company where the respondents were working.

Conclusion

Employee Engagement is the affirmative attitude held by the employees towards the organization and its goals. The area is rapidly gaining popularity among academicians and practising managers. Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

References

1. Alan M. Saks, (2006),"Antecedents and consequences of employee engagement", Journal of Managerial Psychology, Vol. 21, No. 7 pp. 600 – 619
2. Bates, S. (2004), "Getting engaged", HR Magazine, Vol. 49 No. 2, pp. 44-51.

3. Baumruk, R. (2004), "The missing link: the role of employee engagement in business success", Worlkspan, Vol. 47, pp. 48-52.

4. Clapon, P. (2014, February 20) 25 Employee Engagement Ideas Retrieved from http://www.gethppy.com/: http://www.gethppy.com/employee-engagement/25-employee-engagement-ideas

5. Harter, J.K., Schmidt, F.L. and Hayes, T.L. (2002), "Business-unit level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis", Journal of Applied Psychology, Vol. 87, pp. 268-79.

6. Iyer, S and Israel, D (2012) "Structural Equation Modeling for Testing the Impact of Organization Communication Satisfaction on Employee Engagement", South Asian Journal of Management, Vol. 19, No.1, pp 51 – 81

7. Kumar, V (2013) "Employee Engagement: A Study of Select Organizations", Unpublished Ph. D., thesis submitted to University of Delhi, Retrieved from http://shodhganga.inflibnet.ac.in/handle/10603/26533

8. Pati, S.P (2012) "Development of a Measure of Employee Engagement", The Indian Journal of Industrial Relations, Vol. 48, No. 1, pp 84 - 104

9. Rama Devi, V (2009),"Employee engagement is a two-way street", Human Resource Management International Digest, Vol. 17, No. 2, pp. 3 – 4

10. Richman, A. (2006), "Everyone wants an engaged workforce how can you create it?", Workspan, Vol. 49, pp. 36-9.

11. Robinson, D., Perryman, S. and Hayday, S. (2004), The Drivers of Employee Engagement, Institute for Employment Studies, Brighton

12. Bates, S. (2004), "Getting engaged", HR Magazine, Vol. 49 No. 2, pp. 44-51.

13. Baumruk, R. (2004), "The missing link: the role of employee engagement in business success", Worlkspan, Vol. 47, pp. 48-52.

14. Harter, J.K., Schmidt, F.L. and Hayes, T.L. (2002), "Business-unit level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis", Journal of Applied Psychology, Vol. 87, pp. 268-79.

15. Richman, A. (2006), "Everyone wants an engaged workforce how can you create it?", Workspan, Vol. 49, pp. 36-9.

16. Robinson, D., Perryman, S. and Hayday, S. (2004), The Drivers of Employee Engagement, Institute for Employment Studies, Brighton

17. Rama Devi, V (2009),"Employee engagement is a two-way street", Human Resource Management International Digest, Vol. 17, No. 2, pp. 3 – 4

18. Alan M. Saks, (2006),"Antecedents and consequences of employee engagement", Journal of Managerial Psychology, Vol. 21, No. 7 pp. 600 – 61