Report on

"PERCEPTUAL STUDY OF EMPLOYEE ENGAGEMENT PRACTICES IN IT SECTOR"

Submitted By:

ANJALI

2K18/MBA/903

RASHMI JOSHI

2K18/MBA/917

Under the Guidance of:

Prof. SS KHANKA

UNIVERSITY SCHOOL OF MANAGEMENT

& ENTREPRENEURSHIP

Delhi Technological University

MAY 2020

Index

CERTIFICATE

This is to certify that the dissertation report titled PERCEPTUAL STUDY OF EMPLOYEE

ENGAGEMENT PRACTICES IN IT SECTOR is a bonafide work carried out by Ms. Rashmi Joshi and Ms. Anjali of MBA 2018-2020 and submitted to University School of Management and Entrepreneurship, Delhi Technological University, Bawana Road, Delhi-42 in partial fulfilment of the requirement for the award of the Degree of Masters of Business Administration.

Signature of Guide   Signature of HOD

Place   Seal of HOD

Date

STUDENT DECLARATION

This is to certify that I have completed the Project titled "Perceptual study of Employee Engagement Practices in IT Sector." under the guidance of "Prof. SS KHANKA " in the partial fulfillment of the requirement for the award of the degree of "Masters in Business Administration" from "Delhi Technological University, New Delhi." This is an original work and I have not submitted it earlier elsewhere.

ANJALI

2K18/MBA/903

RASHMI JOSHI

2K18/MBA/917

MBA (Business Analytics)

ACKNOWLEDGEMENT

I offer my sincere thanks and humble regards to Delhi Technological University, New Delhi for imparting me very valuable professional training in MBA. I pay my gratitude and sincere regards to "Prof. SS Khanka" my project Guide for giving me the cream of his knowledge. I am thankful to him as he has been a constant source of advice, motivation and inspiration. I am also thankful to him for giving his suggestions and encouragement throughout the project work. I take the opportunity to express my gratitude and thanks to our library staff for providing me opportunity to utilize their resources for the completion of the project. I am also thankful to my family and friends for constantly motivating me to complete the project and providing me an environment which enhanced my knowledge.

ANJALI

2K18/MBA/903

RASHMI JOSHI

2K18/MBA/917

MBA (Business Analytics)

EXECUTIVE SUMMARY

The information technology is one of the most important industries of the modern world. It is this industry that has helped humans on every front be it providing deep knowledge of universe, betterment of living standards of people and ease of business of all kinds IT plays a role everywhere. Employment engagement study in IT sector intrigued me because it is one of those industries that helped India to gain the recognition in the world that today it is one of the most preferred country for business. Just like any other industry IT sector can provide engagement to employees by providing them better conditions of work, enabling environment, job satisfaction and access to health insurance etc., education for the children of the employees, proper vacation or recreational activities. Defining Employee Engagement in exact words is a difficult task, a task that still requires a lot of study, but one thing that can be clearly and confidently stated is that an employee who has a higher engagement to his/her work is a very valuable asset to the company. Such an employee not only works hard and is always eager to surpass his/her superior's expectations but also works as an ambassador for his/her company. Such an employee doesn't work just for the sake of earning money or getting work done or meeting deadlines or achieving some kind of target, such an employee works because he loves his work and it gives him pleasure to do his work in the best way possible. This makes employee engagement so important because employee engagement is directly proportional to various positive outcomes such as increased productivity, less attrition rate, happy employees as well as satisfied customers.

Today where almost all the companies have very similar technology and instruments to work with the only thing that differentiates one company form another is the human resource. The more satisfied and happy the human resource of a company the better is the performance of the company. It is due to this reason that there is a lot of research and analysis being done on the same topic. It is important to know how a small company with small capital can sometimes surpass large and established companies. Hence I understood this research to find out what the employees of different companies think about their workplace and how close and how engaged they feel to their work. To make this study unbiased I picked up three top companies from Indian IT sector which are TCS, WIPRO and INFOSYS.

To conduct the study a questionnaire was designed on Likert 4 point scale, and the sample 137 employees was chosen from the population of the entire office for the three companies in Delhi. At last the collected information was analysed using various techniques like ANOVA analysis, T- test etc.

CHAPTER-I

INTRODUCTION

1.1 Introduction of the study:

Introduction Engagement at work was conceptualized by Kahn, (1990) because the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is that the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikzentmihalyi (1975) defines flow athe 'holistic sensation' that, people feel once they act with total involvement. Flow is that the state within which there's little distinction between the self and environment. When individuals are in Flow State little conscious control is important for his or her actions. Employee engagement is that the thus the amount of commitment and involvement an employee has towards their organization and its values. An engaged employee is awake to business context, and works with colleagues to boost performance within the task for the good thing about the organization. The organization must work to develop and nurture engagement, which needs a two-way relationship between employer and employee.' Thus Employee engagement could be a barometer that determines the association of someone with the organization Engagement is most closely related to the present construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the task situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement could be a 'Cognitive or belief state of Psychological identification. Job involvement is believed to depend upon both need saliency and therefore the potential of employment to satisfy these needs. Thus job involvement results form a cognitive judgment about the requirements satisfying abilities of the task. Jobs during this view are tied to one's character. Engagement differs from job in because it is worried more with how the individual employees his/her self during the performance of his / her job. Furthermore engagement entails the active use of emotions. Finally engagement could also be thought of as an antecedent to job involvement therein individuals who experience deep engagement in their roles should come to spot with their jobs. 4 When Kahn talked about employee engagement he has given

Important to any or all three aspects physically, cognitively and emotionally. Whereas in job satisfaction importance has been more given to cognitive side. HR practitioners believe that the engagement challenge contrains a lot to try and do with how employee feels about the about work experience and the way he or she is treated within the organization. Its lots to try and do with emotions which are fundamentally associated with drive bottom line success in an exceedingly company. There'll always be people that never give their best efforts regardless of how hard HR and line managers try and engage them. "But for the foremost part employees want to arrange to companies because doing so satisfies a strong and a basic need in connect with and contribute to something significant".

Aspects of Employee Engagement:

Three basic aspects of employee engagement consistent with the world studies are:-
• the staff with their own unique psychological structure and skill
• the employers and their ability to build the conditions that promote employee engagement
• Interaction between employees the least bit levels. Thus it's largely the organization's responsibility to form an environment and culture conducive to the present partnership, and a win-win equation.

1.2 Factors Influencing Employee Engagement:

Figure. Factors Influencing Employee Engagement

1.3 Objectives of the Study:

1. To study the employee perception towards engagement strategies in TCS, WIPRO AND INFOSYS.

2. To find out whether demographic profile of IT employees leads to difference in employee engagement.

CHAPTER 2

ABOUT THE INDUSTRY

2.1 IT Industry:

Information technology in India is an industry consisting of two major components: IT services and business process outsourcing (BPO).The sector has increased its contribution to India's GDP from 1.2% in 1998 to 7.5% in 2012. In step with NASSCOM, the arena aggregated revenues of US$147 billion in 2015, with export revenue standing at US$99 billion and domestic revenue at US$48 billion, growing by over 13%. India's current Prime Minister Narendra Modi has started a project called 'Digital India' to assist secure IT a footing both inside and outdoors of India.

This is a listing of notable companies within the information technology sector based in India. Top 10 companies are listed in descending order of their market capitalization, and other companies are listed alphabetically, grouped by the cities within which they're headquartered. Certain companies have main offices in additional than one city, within which case they're listed under each, but minor offices and resources don't seem to be listed. Foreign companies are only listed if they need one amongst their main offices in India.

2.2 Top 10 Companies:

NAME	HEADQUATER
TCS	MUMBAI
INFOSYS	BANGALORE
WIPRO	BANGALORE
HCL TECHNOLOGIES	NOIDA
TECH MAHINDRA	PUNE
ORACLE FINANCIAL SERVICES SOFTWARE	MUMBAI

LARSEN AND TURBO INFOTECH	**MUMBAI**
MPHASIS	**BANGALORE**
MINDTREE	**BANGALORE**
HEXAWARE TECHNOLOGY	**HEXAWARE TECHNOLOGY**

One of the most important factors that have helped India to create its mark on the planet map is its booming IT industrial sector. The contributions being made by the IT industry towards the country's GDP has led to a gradual growth of the Indian economy. India's IT industry is considered a hub of innovators providing world class technology solutions across the world.

Information technology is playing a crucial role in India today and has transformed India's image from a slow moving bureaucratic economy to a land of innovative entrepreneurs.

The IT sector in India is generating 2.5 million direct employments. India is now one among the most important IT capitals of the trendy world and every one the most important players within the world IT sector are present within the country. Various international organizations have founded their offices here in India like Google, Accenture etc. it's helped in changing Indian economy from a agricultural based economy to a knowledge driven economy.

IT sector has helped the domestic economy to integrate with the planet economy. It's made significant impacts on the lives of the many people. It's also helped people settled in remote topographies to attach with the remainder of the planet. It's born to e-governance practices, as a results of which individuals get a straightforward access via e-health, e-education, e-ticketing etc. to the assorted governmental services. Today almost everything are often done online whether its shopping, ticketing, filing taxation returns etc.

However the foremost important factor for the continual growth of the IT sector is innovation. The IT industry's should strive to return with something new and must reply to the wants of the dynamic environment. The IT industrial sector should stand tough within the face of challenges and take a look at to produce more and more end to finish technological solutions to their customer base to stay the impetus growing.

Employee engagement is becoming well-known and well-used in IT sector. A tangible metric that speaks to the satisfaction, excitement, loyalty and commitment of the workforce, it's often used as a critical indicator of organizational culture, a warning indicator for turnover, and an outcome metric for talent management efforts.

According to previous Bersin & Associates' research, 71 percent of organizations measure employee engagement. As of the most recent annual U.S. Bureau of Labour Statistics' count, there are approximately 100,000 firms within the U.S. that employ quite 100 employees. That equates to 71,000 firms conducting some style of employee engagement initiative – the parameter for the present U.S. employee engagement market.

2.3 Key Drivers of Growth in the IT Sector:

- Low cost of operation and tax advantages

- Supportive government policies

- Availability of technically skilled manpower

- Rapid introduction of IT technologies in major sectors such as telecom, BFSI.

- Strong growth in export demand

- Use of new technologies like cloud computing

- Government established SEZs

2.4 TATA CONSULTANCY SERVICES LIMITED

Tata Consultancy Services Limited (TCS) is a very well-known Indian multinational information technology (IT) service, consulting and business solutions company which has its Headquartered in Mumbai, Maharashtra. It is a subsidiary of the Tata Group and operates in about 46 countries. TCS is one of the largest Indian companies by market value($80 billion).TCS is now placed among the 'Big 4' most market value IT companies worldwide. TCS alone generates 70% of the total revenues of its parent company, Tata Sons. In 2015, TCS was ranked 64th overall within the Forbes World's Most Innovative Companies ranking, making it not only the highest-ranked IT services company but also the top Indian company. It is the world's 10th largest IT services provider in terms of revenue. As of December 2015, it is ranked 10th on the Fortune India 500 list. On 12 January 2017, N.Chandrashekaran was elected as the chairman for Tata Sons and Rajesh Gopinathan was appointed as the new MD and CEO for TCS.

2.5WIPRO LIMITED

Wipro Limited short for (Western India Palm Refined Oils Limited or more recently, Western India Products Limited) is an Indian Information Technology company which has its headquarters in Bangalore, India.

In 2013, Wipro created a separate company for its non-IT businesses to bring in more focus on independent businesses.

2.6 INFOSYS LIMITED

Infosys Limited formerly known as Infosys Technologies Limited is an Indian multinational corporation that provides business consulting, information technology and outsourcing services. It has its headquarters in Bengaluru, India.

Infosys is the 2nd largest Indian IT services company by 2016 revenues, and the largest employer of H-1B visa professionals in the United States. On January 12, 2017, its market value was calculated to be $34.38 Billion.

2.7 Future Prospects:

The Indian IT market currently focuses on providing low-cost solutions within the services business of world IT. The presence of Indian companies within the development business of world it's very meagre, however, this number is slowly on the increase. US giants outsourcing work to India don't outsource the high-end SDLC (Software Development Life Cycle) processes like requirement analysis, high-level design and architectural design, although some Indian IT players have enough competency to require up and successfully complete these high-level software jobs. The opposite prominent trend is that IT jobs, once confined to Bangalore, and is slowly beginning to experience a geographical diffusion into other cities like Chennai, Hyderabad and Pune. The expansion isn't fast-paced; this could largely be attributed to the lethargic attitude of the govt. in providing proper telecommunications infrastructure. While penetration levels for mobile usage are higher, the speed at which the backbone infrastructure works (network speed) and also the coverage it offers are far below what other countries of the globe currently offer.

CHAPTER 3

LITERATURE REVIEW

Putting the humanistic factors together, Beer, Specter, Lawrence, Quinn-Mills and Walton (1984) created the 'Harvard Business School' model of HRM which focused on people in a company to be the key resource. Critical emphasis is being placed on human capital and Paula Ketter has aptly noted, "Engagement is all about creating a culture where people don't feel misused, overused, underused or abused." The term "engagement" stems from the work of Kahn (1990) who distinguished between being engaged and disengaged at work. Leister and Malsch (1998) view engagement because the opposite pole of burnout. They define engagement as an "energetic experience of involvement with personally fulfilling activities that enhance a staff member's sense of professional efficacy".

Harter, Schmidt and Hayes (2002), define engagement as "the individual's involvement and satisfaction in addition as enthusiasm for work".

Consistent with May et al (2004) engagement is most closely related to the constructs of job involvement and 'flow'. Job involvement is defined as 'a cognitive or belief state of psychological identification. This differs from engagement therein its concerned more with how the individual employs him/her self during the performance of his/her job. Furthermore, whilst the main target of job involvement is on cognitions, engagement, consistent with most definitions, also encompasses emotions and behaviors.

West (2005) argues that when individuals feel positive emotions, they're able to think during a more flexible, open-minded way and are likely to feel greater self-control, cope more effectively and be less defensive within the workplace.

Saks (2006) argues that organizational commitment also differs from engagement therein it refers to a person's attitude and attachment towards their organization, whilst it can be argued that engagement isn't merely an attitude; it's the degree to which a private is conscious of their work and absorbed within the performance of their role. Additionally, while OCB involves voluntary and informal behavior's which will help co-workers and therefore the organisation, the main target of engagement is one's formal role performance instead of purely extra-role and voluntary behavior.

Consistent with Robinson (2006), employee engagement is not very difficult to achieve if the

organizations work on creating an environment which propagates encouraging factors like pride positive thoughts which directly has a strong relation with improved organizational performance, lower turnover and better health.

Gallup (which is understood as authority on employee engagement) relates employee engagement to a positive employee's emotional attachment and employee's commitment (Demovsek D, 2008). Thus the worker engagement make employees emotionally bonded to their organization and have a tendency them to become obsessed with their work and hence leads to improvement of employee retention.

Engagement can affect employees' attitudes, absence and turnover levels and various studies have demonstrated links with productivity, increasingly pointing to a high correlation with individual, group and organizational performance, a hit measured through the standard of customer experience and customer loyalty (Hemsley Fraser, 2008)

As per Corporate Leadership Council report (2008) the highly engaged organizations have the potential to cut back the staff turnover by 87%, the disengaged are fourfold more likely leave organization than average employees. It absolutely was observed that the worker retentions will be improved by improving employee engagement.

Consistent with Macey and Schneider (2008), measuring engagement is difficult because it involves assessing complex feelings and emotion. Kular et al. (2008) explored five key areas: What does 'employee engagement' mean? How can engagement be managed? What are the implications of engagement for organizations? How does engagement relate to other individual characteristics? How is engagement associated with employee voice and representation?

Robertson-Smith and Markwick (2009) throw light on what engagement is and divulges that it's a very important yet complex challenge, and there remains an excellent deal of scope for discussing the assorted approaches. Simpson (2009) discussed that this state of information about engagement at run through a review of the literature. This review highlighted the four lines of engagement research and focuses on the determinants and consequences of engagement at work.

Susi & Jawaharrani (2011) examined a number of the literature on Employee engagement,

explore work-place culture & work-life balance policies & practices followed in industries so as to push employee engagement in their organizations to extend their employees' productivity and retain them. Work-life balance is essential driver of employees' satisfaction.

Ram & Gantasala (2011) investigated the antecedents and consequences of employee engagement in Jordanian Industry.

Bhatla (2011) focused on the necessity for such employees and the way their presence can improve the progress and work efficiency of the organization as an entire .Also focused on the challenges faced by the HR managers to boost employee engagement for an organization's survival. With retention a growing concern for organizations, understanding the factors that drive commitment and loyalty among employees is important for managing increasing turnover risk within the months and years ahead,(Mark Royal, Hay Group News release,2011).

The importance of communication with the employees and success of a company has been once again emphasized by Shashi (2011). She revealed that a company should realize the importance of employees, quite the other variable, because the most powerful contributor to an organization's competitive position.

Proper attention on engagement strategies will increase the organizational effectiveness in terms of upper. Many factors that are responsible for employee engagement and steps that need to need to be taken to strengthen the same have been focused on by Bijaya Kumar Sundaray(2011).A step to encourage engagement of the employees will result in increased productivity, profits, quality, customer satisfaction, employee retention and increased adaptability

Siddhanta & Roy (2012) explored implications for theory, further research and practices by synthesizing modern 'Employee Engagement' activities being practiced by the company with the review of findings from previous researches / surveys. Singh &Shukla (2012) tried to seek out what variables are significant to form an engaged workforce. The study was exploratory in nature and also the data has been collected from a tin manufacturing organization.

Driscoll, 2013 in his article "The Rulebook to Engagement" has said that engagement differs in various sectors and industries. When talking about rules of engagement there can't be one size that matches all. He talks about employment, the Dos and Don'ts of engagement.

The Dos include empowerment, communication, empathy, creating opportunities, grooming your leaders. The Don'ts include avoid micro management, unnecessary restrictions, discrimination, not walking the talk, and democracy doesn't work everywhere.

Truss, Job Design and Employee Engagement, 2014 within the article "Job Design and Employee Engagement" the Author tries to relate job design, content of job, work environnment and role of manager with engagement. Her study in various organizations has resulted showing relationship between job content like skill variety, identity, autonomy, feedback knowledge of results etc. Also the work environment like climate, physical working conditions, organization structure, team and group work, work flow are important factors under work environment which affect employee engagement. The immediate Manager also plays a important role. Consistent with her there are four elements of job design they are: job content, job context, work relationship, line manager. Of these must be considered to style job optimally.

Current studies show that organizations are that specialize in the meaning of employee engagement and the way to create employees more engaged. Employees feel engaged once they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment. What brought engagement to the forefront and why is everyone inquisitive about it? Presumably, the tight economy has refocused attention on maximizing employee output and making the foremost of organizational resources. When organizations focus attention on their people, they're making an investment in their most vital resource.

You can cut all the prices you would like, but if you neglect your people, cutting costs won't make much of a difference. Engagement is all about getting employees to "give it their all." a number of the foremost successful organizations are known for his or her unique work environments within which employees are motivated to try to their perfect.

CHAPTER-III

CONCEPTUAL FRAMEWORK

3.1 Employee Engagement:

Employee engagement is a technique used at place of work that provides just the perfect conditions for every employee to bring out the best in them in terms of commitment to their work and their company and also enhances their sense of their own well-being and also the success and well-being of the company.

David Macleod: "This is about how we create the conditions in which employees offer more of their capability and potential".

A proper and open two way communication and dedication between the topmost level managers and the bottommost level employees along with trust and honesty is the very base of employee engagement. It is a tactic that increase the chances of a business from mere survival to great success. It can be measured. It varies from poor to great. It can be nurtured and dramatically increased; it can lose and thrown away.

Research has proven that wholly engaged employee's exhibit:

• Higher self-motivation.

• Confidence to express new ideas.

• Higher productivity.

• Increased customer approval and service quality.

• Reliability.

• Organizational loyalty; less employee turnover.

• Lower absenteeism.

3.2 Types of Employee Engagement:

According to Gallup which is a consulting company there are three types of employee engagement that take place in every company.

These are distinguished from one another on the basis involvement and the part they play in an organization

They are being explained briefly below:

▪ <u>Actively Disengaged</u>: This category contains unhappy people who are responsible for creating a sad atmosphere in the workplace. They can be compared to infectious centers that causes disease to everyone who come in their contact leading to other people losing motivation and quitting jobs. They however do not leave the company instead try to cut their competition by making their competitors leave the job and this way they aspire to reach the top level.

▪ <u>Engaged</u>: The second category of people are those who are can be identified with words like passion, alignment and innovation; which means that they are passionate, connected to the company and are innovative.

They constantly think of new ideas and work on these ideas to bring them to practical use. They are motivated people and they are a source of encouragement for everyone around them. They keep themselves informed about the world and have the ability to predict the future opportunities and risks.

▪ Not Engaged: The third type of employees is the large majority present in organizations almost 50% in number. They only work as much they are asked to and will take no extra effort for anything. They put in time but not energy and passion. They are generally neutral in their outlook about their work and the company where they work. Due to lack of passion they do not try to foresee future conditions and hence do not decide in advance of their future steps. They wait for instruction from their superiors.

A research that was conducted by Gallup found that 16% of the people working in organizations are actively disengaged, 28% are engaged and almost 56% are not engaged. Although these statistics cannot be generalized, but they hold true for majority of the cases and there may be deviation of 5% here and there for each category and not more.

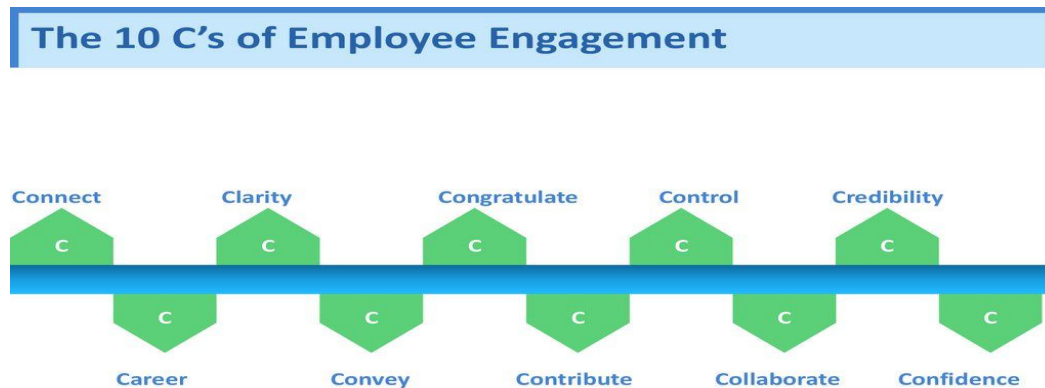## 3.3 Characteristics of Engaged Employees:

According to Robinson, Perryman, and Hayday (as cited in IES, 2003) an engaged employee has the following characteristics:

• Engaged employees are emotionally attached to their job and their company.

• They trust their employers.

• Engaged employees are dedicated to their work as well as organization.

• They help in creating healthy, respectful and enabling working environment for themselves and other employees of the organization.

• Cooperate with their colleagues to perform effectively.

• Engaged employees always try to exceed the expectations of their superiors.

• They always keep in mind the overall mission and vision of the company.

• They are spontaneous and very adaptable and informed in their field.

3.4 Ten C's of Employee Engagement:

Crim and Seijts, (2006) have talked about how leaders lead by heart by engaging an employee's brain and heart. They call these as Ten C's of employee engagement.

These are shown in Figure

The 10 C's of Employee Engagement

Connect · Clarity · Congratulate · Control · Credibility
Career · Convey · Contribute · Collaborate · Confidence

• Connect: The managers should value the employees. Employee engagement is   positively related with the behavior of managers with the employees. Therefore connection between employers and employees is a must (Crim & Seijts, 2006).

•Career: The manager should provide the opportunity for growth and development of the employees. To achieve great advancement in the skills and hence career of the employees training programme, induction and proper guidance is necessary.

•Clarity: The managers must communicate the goals and objectives of the organization. A clarity in minds of employees regarding the aims and objectives of the company guarantees the success of the company (Crim & Seijts, 2006).

•Convey: Discussion between the managers and employees regarding what is expected of the employees and what is expected of the top management is necessary. A true leader never stops working towards the well-being of both the employees and the company.

•Congratulate: The employees are getting feedback in the area where they are lacking behind and at the same they should also be rewarded and recognized on their excellent performance.

•Contribute: The employees feel happy and motivated if their works contributes in achieving the organizational goals in a meaningful way. Therefore the managers must discuss the role of the employees in achieving goals and objectives of the organization. Effective leaders help employees to see and feel that how they are contributing to the organization success and future (Crim &Seijts, 2006).

• Control: Control is very important function of management. It is process to check whether organization is running in desired direction or towards its goals and objective. The leaders should have the quality to control the organization.

•Collaborate: Humans are social beings hence when they work in group with trust and mutual cooperation they give the best results. Good working environment is created by good leaders who work on team building, enhancing mutual respect and trust which leads to a perfect collaboration.

•Credibility: Leaders should struggle to maintain organizational image and show high ethical standards. People want to be proud of their jobs, performance and organization.

•Confidence: Another trait of a great leader is that he/she works hard in creating a high ethical standard for the employees that helps in boosting the confidence in the organization.

3.5 How to Make Employees Engage:

•Growth and development - An exciting position, with plenty of opportunity for growth, learning, and advancement for employees is always helpful in retaining employees.

• Support and recognition - Employee retention is a process that starts as soon as the employee is hired. Whenever a company is lucky enough to hire an employee who is a promising candidate for a certain job and shows a lot of potential, the company can show it appreciation right away. This is a step that is a combination of both recruitment and retention tools.

• Employee Participation -This can easily be called as one of the most important and effective tool in decision making process of the organization.

•<u>Aligning effort with strategy:</u> If an employee understands what is expected of him in a particular job he/she already feels more engaged. A clear set of guidelines regarding what should be done in a job should always be given to each employee.

• <u>Empowerment</u>—When an employee feels that he/she is able to make decisions in a company and is also responsible for the results that are outcome of those decisions and stands a chance of being recognized for his/her thoughtfulness and contributions rather than being seen as a medium for simply doing what is being ordered, then the employee feels a sense of ownership and commitment that leads to his/her empowerment.

•<u>Teamwork and Collaboration</u> - Teamwork and collaboration is a direct result of teams of people who are compatible with each other and have good relations not only at workplace but also outside of the workplace.

3.6 Factors Influencing Employee Engagement:

3.7 Theories and Models of Employee Engagement:

3.7.1 <u>SOCIAL EXCHANGE THEORY:</u>

Saks (2006) proposed social exchange theory about employee engagement. This theory helps in setting a hypothetical base to see how one employee is less engaged while other employee under same conditions becomes more engaged to the company.

This theory proposes that there are constant interactions between parties in question who are in a state of interdependence, and this dependency on one another makes them obliged for certain work or people. Success of a give and take relationship is dictated by the perceived fairness between the two parties. AbuKhalifeh and Som, (2013) discussed that base of Social Exchange Theory is that as long may do it by engaging oneself deeply with their work.

According to Saks (2006) it is the facilities and the resources that an employee receives from his/her organization that is a major factor in his/her level of engagement with the organization. The response of each employee to their organization can be measured by checking their involvement towards their job and their level of cognitive, emotional and physical dedication towards their work (AbuKhalifeh&Som, 2013).

When the employees receives resources from their employer, they feel they "owe" the organization by becoming more engaged and bring themselves more into their works effectively to repay their organization. Its common occurrence that when the organization is unable to make such resources available to the employees, they end up withdrawing and disengaging themselves from their work. Hence the resources that are an employee's personal resources like cognitive, emotional and physical are highly dependent on the resources that they receive from the company (Kahn, 1990).So, it can be said that performance of an employee at work whether it is positive or negative is dependent on the psychological and emotional connection between employees and organization and this is what constitutes employee engagement (AbuKhalifeh&Som, 2013).

Saks (2006) study also suggested that there is a meaningful distinction between job engagement and organization's engagement and he was the first of the academic theorists to separate both types of engagement into related, but distinct constructs.

3.7.2 KAHN MODEL OF EMPLOYEE ENGAGEMENT:

Kahn (1990) was the first academic researcher who used the term employee engagement and define the term employee engagement as "the simultaneous employment and expression of a person's "preferred self" in task behaviors that promote connection to work and to others, personal presence and active full role performance."

Kahn has contributed significantly to developing the concept of employee engagement by conceptualizing it, his work is considered a seminal work on the topic. There are there different levels physical, emotional and cognitive on which the employees can be engaged in an organization according to the Kahn model of engagement. These three levels are affected by three different psychological conditions such as meaningfulness, safety and availability. Sakovska cites Kahn in 1990 saying that performance of employees is affected by these conditions. Khan also discovered that it was psychological meaningfulness, psychological safety and psychological availability that was offered by the organization that was responsible for higher engagement of employees at work. He has also extended his work to find out what makes the meaningfulness, safety and availability so important to understand the engagement of a person at workplace. He defined meaningfulness as the positive "sense of return on investments of self in role performance", safety as the ability to show one's self "without fear or negative consequences to self-image, status or career" and availability as the "sense of possessing the physical, emotional and psychological resources necessary" for the completion of the work. All these psychological conditions show positive connection with the engagement of the employees (May, Gilson, & Harter, 2004). An empirical test of Kahn model (May, Gilson, & Harter, 2004) found that meaningfulness, safety and availability have significant influence on employee engagement.
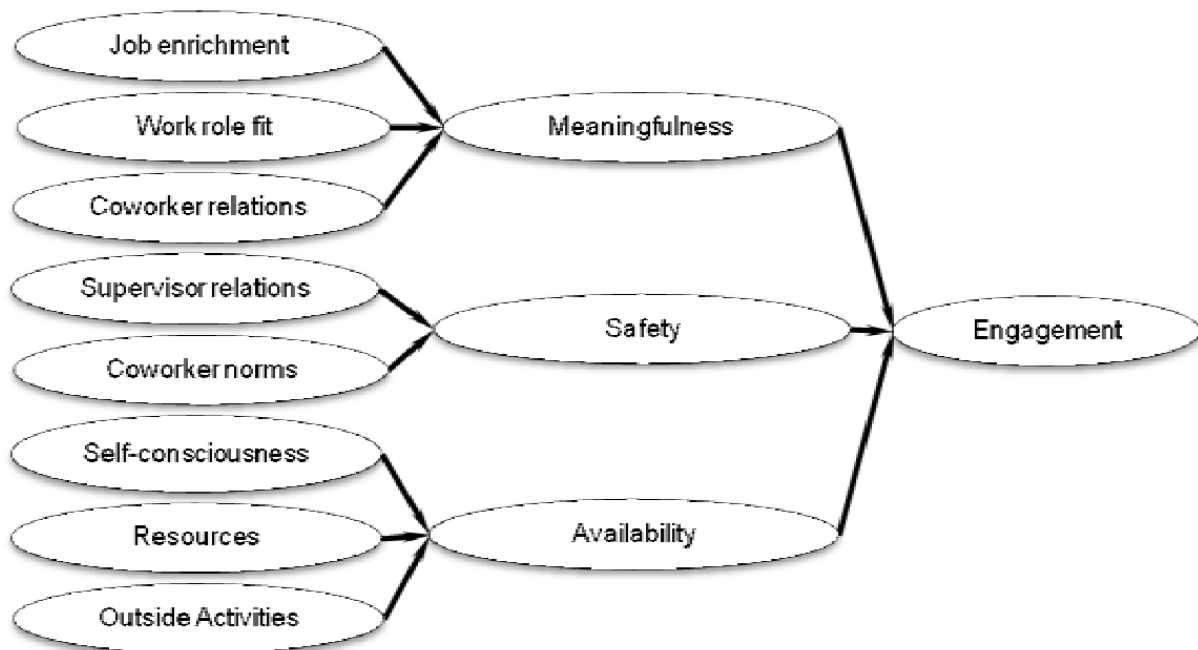

Figure Path Analytic Framework of Engagement

According to Kahn's findings the positive indicators for meaningfulness have been identified as job enrichment, work role fit and co-worker's relation. Similarly positive indicators of psychological availability have been identified as Rewarding co-workers and supportive supervisor that increase safety and self-consciousness, resource availability and outside activities.

3.7.3 SAKS MODEL OF THE ANTECEDENT AND CONSEQUENCES OF EMPLOYEE ENGAGEMENT

A study was conducted by Saks in 2006 in which a model of the antecedents and consequences of job engagement and organization engagements was tested. Base of this model was social exchange theory. Saks found that there were different variables which lead to job engagement and organization engagement. He also reported that consequences of job engagement and organization engagement are also different. The findings of tests done by Saks showed that: There is meaningful difference between the constructs of job engagement and organization engagement.

• Job characteristics, perceived organizational and supervisor, support, rewards and recognition, procedural and distributive justice are some of the variables that are important in predicting job engagement and organizational engagement.

• One positive predictor of job as well as organization engagement is the support that is provided to an employee by the organization.

• The nature and characteristics of the job also is a tool in predicting job engagement.

• There has to be procedural justice if one aims for high level of organization engagement.

• Individual consequence also affects both Job engagement and organization engagement

• JA very important thing called job satisfaction is largely predictable with the help of job and organization engagement. Other things that are dependent on engagement are organizational commitment, intentions to quit and organizational citizenship behavior.

• Job engagement and organization engagement mediate the relationship between antecedent variables and consequences of employee engagement.
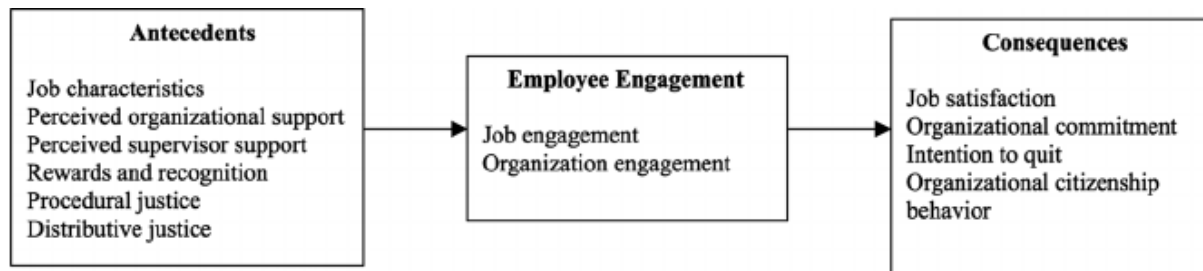

Figure Saks Model of the Antecedents and Consequences of Employee Engagement

The importance of studying the emerging field of employee engagement in the field of research has been stressed upon by Saks (2006). Human resource tools and techniques like flexible work arrangements, training and development programmes also make important variables in prediction of both job and organization engagement.

3.7.6 SIROTA'S THREE FACTOR MODEL OF ENGAGEMENT:

Sirota model of engagement suggests that greater level of commitment is reflected by performance of an engaged employee. Engaged employees make contributions in achieving organizational aims and objectives by making use of their knowledge, skills and abilities. Sirota three factors model suggests that engagement is achieved through the satisfaction of three primary engagement factors:

1. Achievement: These are the activities that increase the morale of the employees by paying recognition to employees when they complete their work. Which motivates the employees to complete their work so they get recognition.

2. Camaraderie: For employees to treat their organizational work as their personal work the organization too needs to think of the employee as a member of the family. A sense of mutual cooperation amongst the employees in the organization is a necessary feeling.

3. Equity: There has to be minimum personal and social standard within the organization also honest treatment of employees in relation with basic conditions of employment(www.sirota.com).
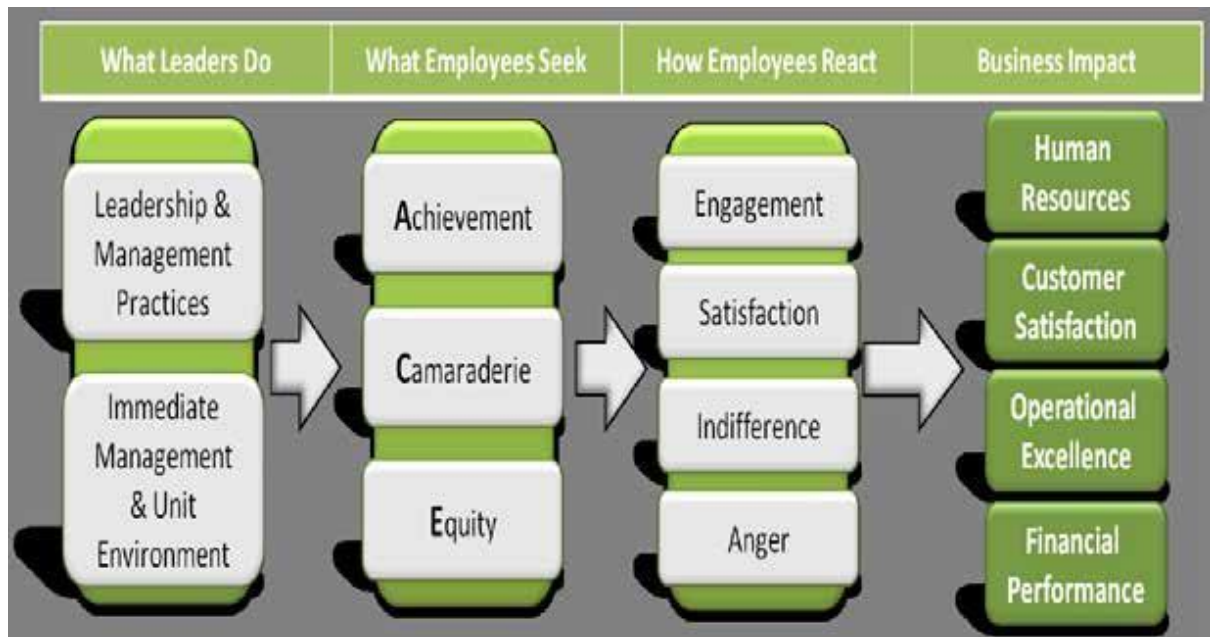
Figure Sirota's Model of Employee Engagement

According to Sirota's Model, when these three factors are achieved by the organization, employees are highly engaged. Engaged employees tend to:

•Always exceed the expectations of their employers and do their work efficiently.

• Encourage their coworkers as well as their superiors for their best performance.

• Motivate and help the other employees of the organization to improve their performance.

• Be open to changes that are necessary for well-being and success of the company.

• Be invested in working towards increasing the reputation of the company by developing greater level of customer satisfaction.

3.8 Barriers of Employee Engagement:

Key barriers of employee engagement may be as follows:

• Turnover and absenteeism in an organization is caused by ineffective leadership and poor human resource management.

 • Toxic or difficult working environment within the company.

• Poor communication with employees of the superiors is another contributor of negative work environment.

• Poor coordination and cooperation among the employees and between the employers and the employees.

 • No empathy or support of the top level management towards the employees.

3.9 Hierarchy of Engagement:
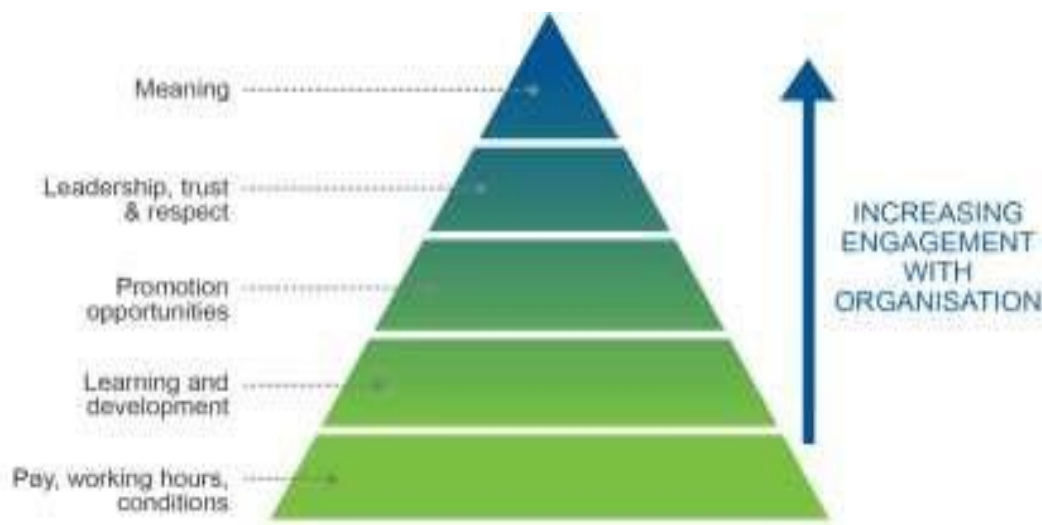
3.1 DRIVERS OF ENGAGEMENT:

• An open, comfortable and fearless two way communication between the employer and employee.

• The services, products and values of the organization should be such that the employee can relate with them.

• The organization should work hard on delivering its vision, strategies, values and objectives in a clear and understandable way to the employees.

• Management should give staff sufficient 'elbow room' and autonomy to let them fulfil their personal goals within the job.

• Upward communication needs to be encouraged by the superiors in the company.

• There is an important need for every person in the company from the topmost to the most bottom person to be a leader in oneself. The supervisor plays the most important role in achieving employee engagement.

3.11 Measuring the Impact of Employee Engagement:

CHAPTER 4

RESEARCH METHODOLOGY

4.1 Research Objectives of the Study:

1. To study the employee perception towards engagement strategies in TCS, WIPRO and INFOSYS.

2. To find out whether demographic profile of IT employees leads to difference in employee engagement. (Repeat)

4.2 Research Methodology of the Study:

4.2.1 RESEARCH DESIGN

The research design is exploratory and descriptive design.

4.3 Data Collection Techniques:

Sources of Data:

Primary Data: Primary data is the data which is collected first hand. Primary data collected through Questionnaire.

Secondary Data: the secondary data is being collected through search sites like journals, websites, magazines and various other approaches such as internet. The primary and secondary sources were used for research work.

4.3.1 SAMPLE DESIGN

4.2.3.1 Sample Population

300 samples of employees were collected from 3 companies namely

- • TCS

- • Wipro

- • Infosys

These companies were chosen as subject of study

4.2.3.2 Sample Size

➢The population size of the study is 300 employees who were chosen from three renowned companies in the IT sector- TCS, WIPRO AND INFOSYS (according to Data Quest Top 20 Ranking)

➢ 43 employees from TCS

➢ 49 employees from WIPRO

➢ 45 employees from INFOSYS

4.2.3.3 Sampling Method

Primary Method of collecting data i.e. doing survey through questionnaire is used for the study.

The research was made by the survey in accordance to the convenience of the employees.

4.2.4 METHOD OF DATA COLLECTION

4.2.4.1 Instrument for data collection

➢A structured questionnaire is used. Questionnaire consisting of 20 questions was designed and circulated among the employees of the 3 companies of IT industry. The validity of the questionnaire was checked using the Cronbach's reliability test in SPSS 16.0.

4.4 Technique Used For Data Analysis:

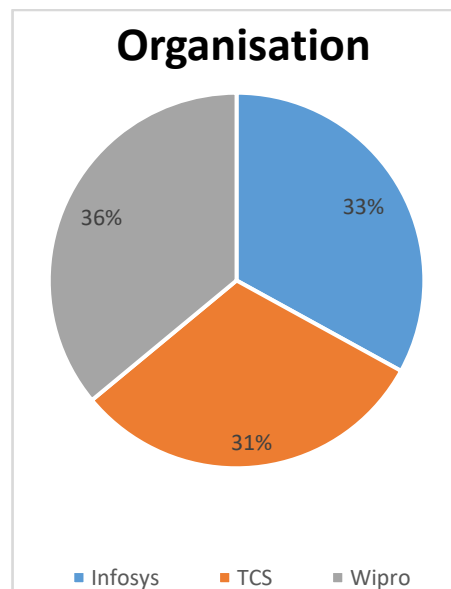➢ T-TEST and One way Anova test in SPSS 16.0 is used to evaluate the responses.

CHAPTER 5

DATA ANALYSIS AND INTERPRETATION

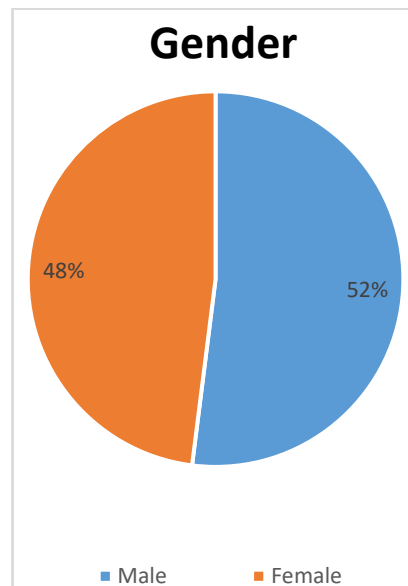Question 1. Organization:

   a) TCS

   b) WIPRO

   c) INFOSYS

Organization	Employee
TCS	43
Wipro	49
Infosys	45
Total	137

Three companies were taken under the research; they were TCS, WIPRO and INFOSYS and the study was conducted on 43 employees from TCS, 49 employees from WIPRO and 45 employees from INFOSYS.

Question 2. Gender:

Gender	No. of Employees
Male	71
Female	66
Total	137

Interpretation

The demographic profile of the sample size of 137 indicates that 52% of the respondents are

Males while 48% of the respondents are females.

Question 3 Age:

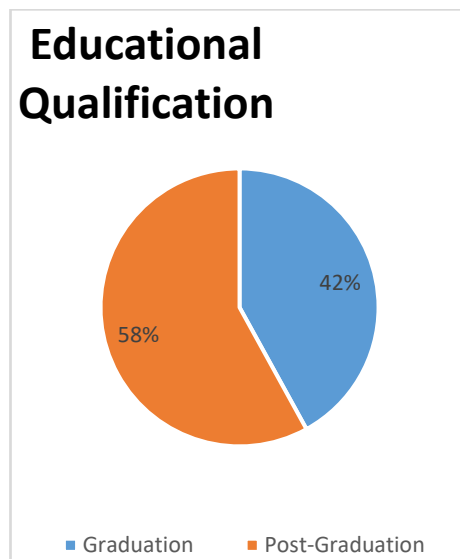| Age	No. of employees
20-25 years	79
26-30 years	58
Total	137
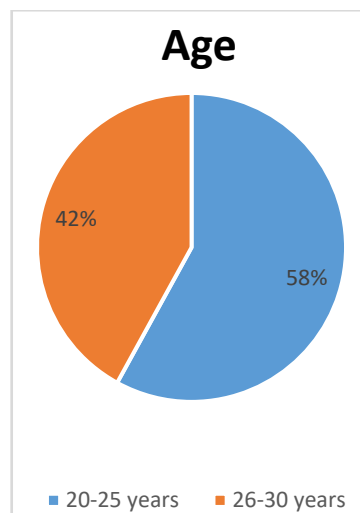
Table According to the demographic profile 42% belong to the age group 20-25 years, 58% belong to the age group 26-30 years.

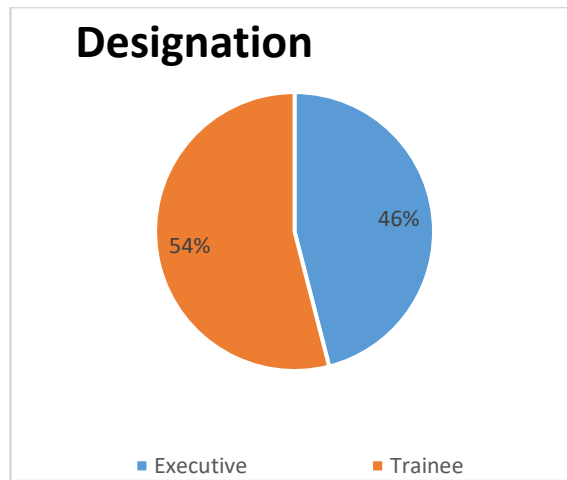Question 4 Educational qualification:

Educational qualification	No. of employee
Graduation	58
Post-Graduation	79
Total	137

According to the demographic profile 42% belong to the category of Graduate, 58% are Post
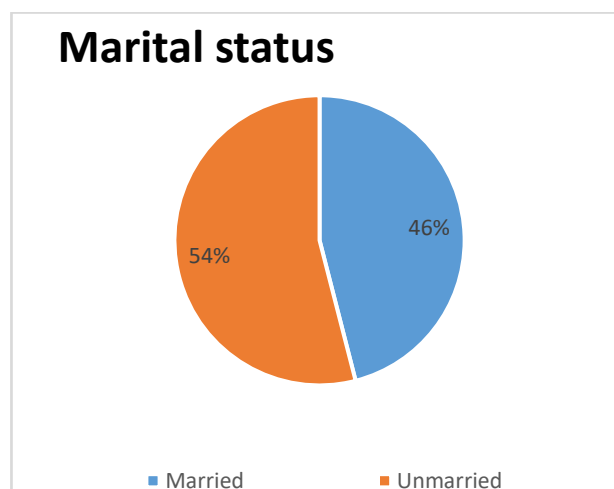
Graduates.

Question 5. Designation:

Designation	No. of employee
Executive	63
Trainee	74
Total	137

Designation

According to the demographic profile 46% belong to the category of Executive, 54% are
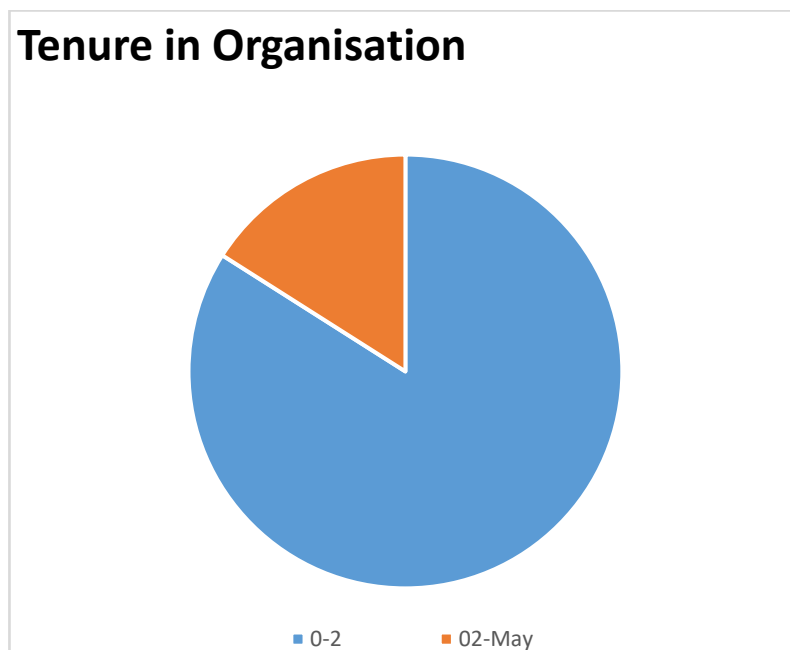
Trainee.

Question 6. Marital status:

Marital status	No. of employee
Married	63
Unmarried	74
Total	137

Marital status

According to the demographic profile 46% belong to the category of married, 54% are

Unmarried.

Question 7. Tenure in Organization:

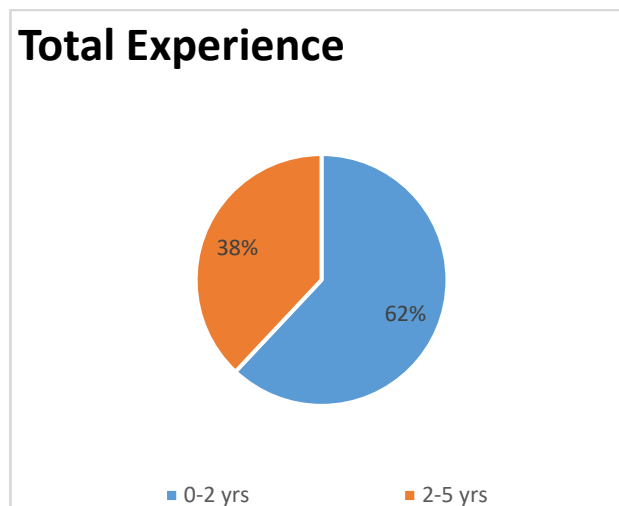| Tenure in Organization	No of employee
0-2	115
2-5	22
Above 5	0
Total	137

Tenure in Organisation

- 0-2
- 02-May

According to the demographic profile 84% belong to the category of 0-2, 16% are 2-5 years

Category.

Question 8 Total Experience:

Total Experience	No of employee
0-2	85
2-5	52
More than 5	0
Total	137

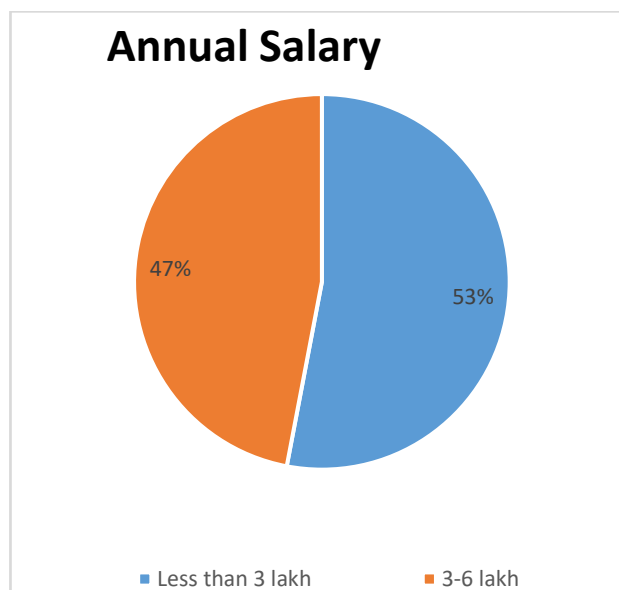**Total Experience**

■ 0-2 yrs   ■ 2-5 yrs

According to the demographic profile 62% have an experience of 0-2 yrs., 38% have an

Experience between 2 – 5 years.

Question 9. Annual Salary:

Annual Salary	No. of employee
Less than 3 lakh	73
3-6 lakh	64
Total	137

According to the demographic profile 53% have annual salary less than 3 lakh and 47 % have annual salary 3 lakh to 6 lakh.

CROSS TABULATION

QUESTIONNAIRE RELIABILITY TEST

Reliability Statistics

Cronbach's Alpha	N of Items
0.947	20

Inference: Since the Cronbach's Alpha coefficient has come out to be 0.947 i.e. >0.6, the questionnaire used for the research has proved to be reliable enough to give accurate results.

FACTOR ANALYSIS

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.944
Bartlett's Test of Sphericity	Approx. Chi-Square	1613.767
	Df	190
	Sig.	.000

INFERENCE: Exploratory factor analysis was applied to develop the measurement tool for measuring job crafting. Principal component analysis was used with varimax rotation. The correlations between factors and the different items expressed by means of the factorial loads were significant.The Kaiser-Meyer-Olkin measure of sampling adequacy came out to be .944 which is above .65(the acceptable level). This shows that the items selected for the questionnaire are appropriate. The chi- square value of Bartlett's Test of Sphericity was found to be significant (chi sq=1613.767 , p= .000), that indicates the factor analysis is acceptable.

Component Matrix

ITEM	FACTOR	Component	
		1	2
A29	I am highly satisfied with workplace.	.854	
A11	I see a clear link between my work and the company's goals and objectives.	.809	
A10	At work, I have the opportunity to do what I do best every day.	.762	

A19	The mission /purpose of my company make me feel my job is important.	.760	
A18	Job promotions in this organization fair and objective.	.752	
A21	I recommend the workplace to my friends.	.735	
A26	I get Feedback regularly from my supervisor for improving my performance.	.728	
A20	I intend to stay here for the last two years.	.727	
A24	I have the materials and equipment I need to do my work right.	.710	
A23	I am satisfied with the stress relief programs conducted in my organization	.707	
A25	In the last three months, I have received recognition or praise for doing good work.	.707	
A13	There someone at work who encourages my development.	.706	
A27	In the last six months, someone at work talked to me about my progress.	.706	-.533
A15	My co-workers committed to doing quality work.	.697	
A28	I have a best friend at work.	.677	-.491
A17	I am getting wages according to my skills, Knowledge, ability and experiences.	.671	
A22	I recommend the workplace to my friends.	.664	
A12	I know what is expected of me at work.	.663	
A14	At work, my opinions seem to count.	.661	
A16	The organization offers me opportunities to grow and learn new skills.	.458	

There were two components which are named as "ORGANIZATION SUPPORT"and "PEERSUPPORT".ItemsA10,A11,A12,A13,A14,A15,A16,A17,A18,A19,A20,A21,A22,A23 ,A24,A 25,A26,A29 got clubbed on First Component which can be named as ORGANIZATION SUPPORT . Items A28, A27,got clubbed on Second Component which can be named as PEER SUPPORT.

FACTOR 1

ORGANIZATION SUPPORT

• At work, I have the opportunity to do what I do best every day.

• I see a clear link between my work and the company's goals and objectives.

• I know what is expected of me at work.

• There someone at work who encourages my development.

• At work, my opinions seem to count.

• My co-workers committed to doing quality work.

• The organization offers me opportunities to grow and learn new skills.

• I am getting wages according to my skills, Knowledge, ability and experiences.

• Job promotions in this organization fair and objective.

• The mission /purpose of my company make me feel my job is important.

• I intend to stay here for the last two years. • I recommend the workplace to my friends.

• My supervisor, or someone at work, seems to care about me as a person.

• I am satisfied with the stress relief programs conducted in my organization

• I have the materials and equipment I need to do my work right.

• In the last three months, I have received recognition or praise for doing good work.

• I get Feedback regularly from my supervisor for improving my performance.

• I am highly satisfied with workplace.

FACTOR 2

PEER SUPPORT

• In the last six months, someone at work talked to me about my progress.

• I have a best friend at work.

ANOVA TEST : ORGANIZATION

ANOVA

	Sum of Squares	Df	Mean Square	F	Sig.

Homogeneous Subsets

Total

A1	N	Subset for	Alpha=0.05
		1	2
WIPRO	49	3.7459	
INFOSYS	45	3.8656	
TCS	43		4.4105

Inference: As per ANOVA-test, the above table shows that sig dif is less than 0.05 i.e. NULL hypothesis is not accepted. Hence, there is significant differences among TCS,WIPRO and INFOSYS regarding employee engagement.

T-TEST

	Levene's Test for Equality of Variances		t-test for Equality of Means	
	F	**Sig.**	**df**	**Sig.**
GENDER	.008	.928	135	.214
AGE	.027	.871	129	.881
EDUCATION	2.472	.118	132	.247
DESIGNATION	1.534	.218	135	.369
MARITAL STATUS	.335	.563	133	.448
TENURE IN ORGANIZATION	.060	.807	135	.220
TOTAL EXPERIENCE	.079	.779	130	.360
ANNUAL SALARY	1.614	.206	127	.579

H01 : There does not exist significant difference between gender and the faculty's ability to demonstrate employee engagement.

Since the $\alpha > 0.05$ the null hypothesis is accepted.

H02 : There does not exist significant difference between age and the faculty's ability to demonstrate employee engagement.

Since the $\alpha > 0.05$ the null hypothesis is accepted.

H03 : There does not exist significant difference between Education Qualification and the faculty's ability to demonstrate employee engagement.

Since the α > 0.05 the null hypothesis is accepted.

H04 : There does not exist significant difference between Designation and the faculty's ability to demonstrate employee engagement.

Since the α > 0.05 the null hypothesis is accepted.

H05 : There does not exist significant difference between Marital Status and the faculty's ability to demonstrate employee engagement.

Since the α > 0.05 the null hypothesis is accepted.

H06 : There does not exist significant difference between Tenure and the faculty's ability to demonstrate employee engagement.

Since the α > 0.05 the null hypothesis is accepted.

H07 : There does not exist significant difference between Experience and the faculty's ability to demonstrate employee engagement.

Since the α > 0.05 the null hypothesis is accepted.

H08 : There does not exist significant difference between Salary and the faculty's ability to demonstrate employee engagement.

Since the α > 0.05 the null hypothesis is accepted.

CHAPTER 6

CONCLUSION

This research project was a humble effort into identifying the factors that affect the employee engagement in different companies. The three companies chosen specifically for this study were TCS, WIPRO and INFOSYS. Since all the three companies are highly renowned and established with a lot of capital and revenue hence if felt only fair to compare the employee engagement in these companies.

It was found that the employee engagement in TCS was higher than both WIPRO and INFOSYS. It shows that despite the very similar technology or equipment's or infrastructure employees in one company can be happier and engaged that in the other company.

During this study it was also observed that Demographics do not play any major role in the employee engagement.

So it is safe to say that in an environment where employees feel desirable where each and every employee knows exactly what is expected of him and knows how to align his/her personal goals with the organisational goals and is provided an enabling environment where his/her colleagues support him/her and his/her success is celebrated by everyone at the workplace such an employee tends to love his/her job, company, colleagues and oneself. In such a situation the employee tends to work better with an easy mind and provide the company with increased productivity as well as such an employee is able to maintain work life balance and is a happy person in one's personal life too.

CHAPTER 7

SUGGESTIONS

Suggestions for WIPRO and INFOSYS:

- Both the companies need to understand the importance of a happy employee.

- A happy employee means an employee who is happy at work that automatically means that employee is more engaged at work.

- Less engagement in these companies requires the serious attention of the top level executives. For the job of top level management is not only to focus on the vision or mission of the company but also to motivate the very force behind the company that is the employees.

- Both the companies should carry out activities that can help in bringing the employees and their superiors closer.

- When there is closeness between the employees and the superiors the employees feel more valued.

- The companies can work harder on providing a better and more enabling environment of work. The workplace should have people that encourage their colleagues and celebrate their success as well as help them in every way possible. A feeling of one big family needs to be inculcated amongst each member of the company.

Suggestions for TCS

- Since the rate of employee engagement is already higher in TCS therefore the company should now work on achieving even higher ratio of engaged employees that is more number of employees that are engaged with their organisation.

- To do this the company can reward employees that seem to be highly engaged also the company can use these employees to study and find what keeps them so engaged.

- Also engaged employees should be asked for their suggestions on how to make work an enjoyable experience for everyone.

LIMITATION

Some of the limitations that can be overlooked are:

- The study can be affected by the notions and prejudices of the samples chosen.

- The study was carried out in a small amount of time hence the area covered is very small.

- The respondents were not completely open to the study they could have withheld the information.

- The results of the study can change if the other factors such as age group, economic conditions of the respondents or location taken into consideration in the study changes.

BIBLIOGRAPHY

Journals:

• Beer, Michael. Managing human assets. Simon and Schuster, 1984.

• Harley, Sandra. "Accountants divided: research selectivity and academic accounting labour in UK universities." Critical Perspectives on Accounting 11.5 (2000): 549-582.

• Harter, James K., Frank L. Schmidt, and Theodore L. Hayes. "Business-unit-level relationship between employee satisfaction, employee engagement, and business outcomes: a meta-analysis." (2002): 268.

• Saks, Alan M. "Antecedents and consequences of employee engagement." Journal of managerial psychology 21.7 (2006): 600-619.

• Macey, William H., and Benjamin Schneider. "The meaning of employee engagement." Industrial and organizational Psychology 1.1 (2008): 3-30.

• Cooper, Gregory M., et al. "A copy number variation morbidity map of developmental delay." Nature genetics 43.9 (2011): 838-846.

• Truss, Katie, et al. "Job design and employee engagement." (2014).

BOOKS:

• C.R. Kothari, Research Methodology: Methods &Techniques, New Age (2013)

• Aswathappa, Human Resource Management, Tata McGraw-Hill Education (2010)

• P.V. SubbaRao, Personnel& Human Resource Management, Himalaya Pub. House (2009)

• Jim Haudan, The Art of Engagement: Bridging the Gap Between People and   Possibilities, McGraw-Hill Education (2008)

WEBSITES

- https://en.wikipedia.org/wiki/Employee_engagement

- http://engageforsuccess.org/what-is-employee-engagement

- https://doublethedonation.com/blog/2015/09/the-importance-of-increasingemployee-engagement-using-corporate-giving-programs/

- https://en.wikipedia.org/wiki/Information_technology_in_India

- http://www.ibef.org/industry/information-technology-india.aspx

- http://www.management.ase.ro/reveconomia/2013-2/1.pdf

- http://www.employement-studies.co.uk/system/files/resources/files/469.pdf

- http://www.gov.uk/government/uploads/system/uploads/attachment_data/file/215465/dh_129661.pdf

ANNEXURE1

Questionnaire

Demographic Details:

Q1. Organization _____

1) TCS

2) Wipro

3) Infosys

Q2.Gender

1) Male

2) Female

3) Transgender

Q3.Age

1) 20-25 years

2) 26-30 years

3) 31-35 years

4) 36-40 years

5) Above 40years

Q4.Educational qualification

1) Graduation

2) Post graduation

Q5.Designation

1) Executive

2) Trainee

Q6.Marital status

1) Married

2) Unmarried

Q8.Tenure in Organization

1) 0-2

2) 2-5

Q9.Total Experience

1) 0-2

2) 2-5

Q10.Annual salary

1) Less than 3 lakh

2) 3-6 lakh

903_917

16%	14%	0%	15%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

www.slideshare.net 1
Internet Source

3%

2
Submitted to Amity University
Student Paper

2%

www.scribd.com 3
Internet Source

2%

2%

4
Submitted to Kwame Nkrumah University of
Science and Technology
Student Paper

blog.bersin.com 5
Internet Source

2%

managementstudyguide.com 6
Internet Source

2%

Submitted to Thiagarajar School of Management 7
Student Paper

1%

8 Submitted to Mancosa
Student Paper

1%

9 docplayer.net

Internet Source 1%

Exclude quotes	On	Exclude matches	< 1%
Exclude bibliography	On		