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Abstract

Employee engagement refers to how enthusiastic a worker is about their work. An engaged worker is concerned with his performance and how it affects the company. The link between an employee's work ethic, commitment, and contentment is an inner mental condition. In order to please their customers, the business must take care of its staff. To attain the organization's ultimate aim, management must learn what the staff wants. To engage the workforce, strategies such as transparency, empowerment, purpose, behavior, and listening can be used. This study attempts to analyze the tactics that generate employee engagement in IT sector while concentrating primarily on the engagement strategies used in a sample of Chennai-based IT sectors. The objective of this empirical study is to determine how the identified techniques affect employee engagement.

Keywords: Employee strategies in Organization, Engagement, IT industry.

Introduction

Employees are the most valuable and useful resources in any industry. Making work exciting for employees in a company is challenging since they may feel like they are doing the same thing over and over again. This is where motivation, training, and involvement come into play. Employee engagement refers to an employee's excitement and attention to his or her employment. The employee applies his or her skills to improve the outcome and build a constructive relationship. Employee engagement improves organizational performance in a variety of ways, including profitability, productivity, customer satisfaction, innovation, and absenteeism. Employees who are engaged are concerned about their performance and its impact on the organization because they believe that their efforts can make a difference. It is an internal state of mind that connects an employee's job effort, devotion, and satisfaction. The enthusiasm to complete the assignment motivates them and is frequently reflected in the output. An engaged employee is excited about his or her job and takes constructive steps to improve the organization's reputation. It is the

employer's responsibility to ensure that his employees are impressed with the work environment, such as the goals or targets to be met, the environment, the organizational culture, and so on. Employee engagement occurs when the organization's aims connect with the employee's goals. Previously, employees were solely engaged in the task at hand and not in the business. Employers learned that it was critical to engage employees and make them feel like an integral part of the firm as competition increased. Employees that find their jobs fascinating and engaging attain the ultimate goal of customer satisfaction.

STRATEGIES

Transparency: It is the sharing of information among all members of an organization. It promotes transparency between the company and the employee. It is just a notion to tear down boundaries and foster employee innovation and collaboration. Employees may be required to be transparent at work by providing comments or suggestions regarding their employers, peer groups, and so on.

Goal: The goal of employee engagement is to make employees devoted to their jobs. Employees are engaged when they comprehend the genuine nature of the job or work assigned to them, when they are at ease with the organizational culture, and when they are properly guided. Aside from the salary perks, employees anticipate all of these things to keep them motivated and interested in their jobs.

Employee empowerment: It occurs when employees are given the authority to make decisions about training, hiring, pay scales, priorities, and scheduling, among other things. Simply put, it implies providing employees the authority to make or take decisions about their jobs. The employee is given authority in order to make him feel important in the organization. When an employee is empowered, he becomes more loyal to the organization, is encouraged to work harder, and performs well, which benefits both the employer and the employee.

Training: The firm provides training to its staff. Employees that receive advantages from the company in the form of training, incentives, and resources are more likely to be motivated and involved in the organization. Employee motivation is increased by training, resulting in the highest organizational performance.

Employee Prizes and Recognition: It is commonly considered that employees are given rewards and recognition in order to motivate them. Employees receive something in exchange for their efforts, and they believe that when they receive incentives, their efforts are more significant, and they are more engaged in their work. Employees are motivated mostly by recognition. In order to keep people engaged, the company must understand and meet their needs for rewards.

OBJECTIVES

- To investigate the ways that drive employee engagement in IT Industry.
- To investigate the impact of identified strategies on employee engagement.
- To examine the impact of demographic characteristics on employee engagement.

LIMITATIONS OF THE STUDY

- The study was limited to a few IT sectors in Chennai.
- Due to time constraints, the sample size has been limited to 50.

RESEARCH METHODOLOGY

The focus of the research is on IT firms in Chennai. The sample size in this study is 50, and the sampling approach is convenience sampling. The population targeted here is IT firm employees, and main data was acquired by questionnaire. Secondary data was also gathered by consulting journals and websites.

ANALYSIS & INTERPRETATION

SPSS software is used to run statistical procedures such as ANOVA and Factor Analysis.

Table 1: Significance of difference among Income group in Empowerment factors

	Income Group	Mean(SD)	F value(Df =47)	P value	Inference
Quality of WorkLifeFactor(QWLF)	<Rs25000	28.07 (4.55)	3.198	0.032	Significant
	Rs25000-Rs50000	27.64 (3.81)			
	Rs50000-Rs75000	22.45 (7.26)			
	>Rs75000	27.75 (6.18)			
	Total	26.65 (5.41)			
EmployeeEncouragementFactor(EF)	<Rs25000	12.21 (1.67)	1.026	0.390	NotSignificant
	Rs25000-Rs50000	11.86 (2.14)			
	Rs50000-Rs75000	10.82 (2.56)			
	>Rs75000	12.25 (2.06)			
	Total	11.76 (2.12)			

Quality of Work Life Factor:

Null Hypothesis (ho): The quality of work life factor and income group differ significantly.

Interpretation:The null hypothesis has been accepted at a 5% significant level, indicating that there is a significant difference between the quality of work life component and income group [F 3.198, Df 47, and P 0]. .032]

Employee Encouragement Factor:

Null Hypothesis (ho): There is no significant difference between employees and income groups.

Interpretation:As the null hypothesis indicates, there is no significant difference between the employee encouragement factor and income group.

Table1.2:Significance of difference among Income group and Overall Transparency

	IncomeGroup	Mean(SD)	F Value(Df =47)	P Value	Inference
OverallTransparency	<Rs25000	27.00 (4.00)	1.472	0.234	Significant
	Rs25000- Rs50000	27.73 (4.29)			
	Rs50000- Rs75000	24.00 (6.46)			
	>Rs75000	27.25 (6.18)			
	Total	26.69 (4.96)			

Null Hypothesis (ho):There is a significant difference between the income group and overall transparency.

Interpretation:There is significant difference in overall transparency among income groups, since the null hypothesis was accepted at the 5% significant level [F 1.472, D.f 47, and P 0.234].

Table 1.3: Significance of Age group with Rewards andRecognition

	AgeGroup	Mean(SD)	FValue(Df=48)	PValue	Inference
FinancialBenefitsFactor	<25	26.53 (4.24)	2.647	0.81	NotSignificant
	25-35	23.76 (6.97)			
	36-45	16.00 (12.73)			
	Total	24.27 (6.69)			
InduciveFactor	<25	7.33 (1.54)	1.315	0.278	NotSignificant
	25-35	6.76 (2.61)			
	36-45	4.50 (3.53)			
	Total	6.84 (2.39)			

(i)Financial Benefits Factor:

Null Hypothesis (ho): There is asignificant difference between the financial benefits factors and age.

Interpretation: The is no significant difference among the financial benefits factor and the age group as the null hypothesis was rejected at 5% significant level [F 2.647, D.f 48 and P 0.81].

(ii)Inducive Factors:

Null Hypothesis (ho): There is significant difference among inductive factors and age.

Interpretation: There is no significant difference among the inductive factor and age group as the null hypothesis has been rejected at 5% significant level [F 1.315, D.f 48 and P 0.278].

Table 1.4: Significance of Income group with Purpose factor

	IncomeGroup	Mean(SD)	F Value(Df=47)	PValue	Inference
ResourcesFactor	<Rs25000	11.78 (1.58)	0.710	0.551	NotSignificant
	Rs25000- Rs50000	11.64 (2.08)			
	Rs50000- Rs75000	10.81 (3.16)			
	>Rs75000	10.25 (4.03)			
	Total	11.39 (2.38)			
AmbienceFactor	<Rs25000	12.21 (1.42)	2.177	0.103	NotSignificant
	Rs25000- Rs50000	12.27 (1.91)			
	Rs50000- Rs75000	10.36 (3.11)			
	>Rs75000	11.75 (2.36)			
	Total	11.80 (2.22)			

(i)Resources Factor:

Null Hypothesis(ho): There is significant difference among the resource factors and the income group.

Interpretation: There is no significant difference among the resource factor and the income group, so the null hypothesis has been rejected at 5% significance level [F 0.710. D.f 47 and P 0.551].

(ii)Ambience Factor:

Null Hypothesis (ho): There is significant difference between the ambience factor and income group.

Interpretation: There is no significant difference between the ambience factor and income group, so the null hypothesis has been rejected at 5 % significance level [F 2.177, D.f 47 and P 0.103].

Table 2.1: Factorization of Rewards and Recognition Variables

Variables	Factor Loadings		Std. deviation	Communalities	MSA	Factor Name
		Mean				
Equipments to complete the work assigned	0.848	4.06	.810	0.746	0.861	Quality of WorkLife
Sufficient free time	0.844	3.75	1.017	0.758	0.857	
Freedom in performing	0.835	4.08	0.997	0.705	0.802	
Alternate work schedule	0.752	3.86	1.059	0.597	0.856	
Opportunity to develop special ability	0.713	3.61	0.981	0.644	0.884	
Tolerated mistakes and failures	0.65	3.67	1.031	0.479	0.922	
Encourages participative decision making	0.605	3.63	0.937	0.687	0.875	
Challenging Work	0.909	4.12	0.739	0.826	0.628	Employee Encouragement
Work Culture	0.761	4.04	0.824	0.677	0.803	
Encourages involvement, commitment and creativity	0.640	3.61	0.981	0.817	0.856	
KMO and Bartlett's test of sphericity: 0.843, Chi-square: 331.455, P value: 0.000 and Variance Explained: 69.347						

Interpretation: The latent dominant dimensions of eleven employee empowerment variables were determined using factor analysis. The Mean numbers are less than the Standard Deviation values. MSA values range between 0.922 and 0.628, whereas Communality values range between 0.826 and 0.479. KMO and Bartlett's sphericity test 0.843, Chi square value 331.455, degree of freedom 45, and P A value of 0.000 implies that factor analysis can be applied to ten variables of employee empowerment. Out of ten Employee Empowerment Factors, two have been extracted for analysis. The most important component, Quality of work life, explains 56.53% of the variance, which contains 7 variables from the Employee Empowerment factor. Employee Encouragement Factor, the second most dominating factor, explains 24.367% of the variance in Employee Empowerment Factor, which includes three variables of Employee Empowerment Factor.

Table 2.2: Factorization of Purpose Variables

	Factor Loadings	Mean	Std. Deviation	Communalities	MSA	Factor Name
Resources are Adequate	0.740	3.82	0.767	0.805	0.843	Resource Factor
Technology provided is adequate	0.846	3.88	0.816	0.810	0.869	
Right to put suggestions and	0.865	3.6	1.068	0.817	0.9	

Opinions		9			0.2	
Job performed is meaningful	0.909	4.04	0.774	0.867	0.894	Ambience Factor
Work environment is conducive	0.732	3.94	0.810	0.857	0.826	
Great place to work	0.638	3.82	0.953	0.635	0.877	
KMO and Bartlett's test of sphericity: 0.864, Chi-square: 198.792, P Value: 0.000 and Variance explained: 79.852						

Interpretation: The latent dominating dimensions of six employee purpose variables were determined using factor analysis. The Mean numbers are less than the Standard Deviation values. MSA values range between 0.902 and 0.826, whereas Community values range between 0.867 and 0.653. KMO and Bartlett's sphericity test result of 0.864, Chi square value of 198.792, degree of freedom of 15, and P value of 0.000 indicate that factor analysis can be applied to 6 employee purpose variables.

Six Employee Purpose Factors were subjected to a two-factor analysis. The most important factor, Resource Factor, explains 69.586% of the variance and includes three variables from the Employee Purpose factor. The second most important element, Ambience Factor, explains 24.367% of the variance in Employee Purpose Factor, which includes 3 variables of Employee Purpose factor.

Table 2.3: Factorization of Rewards and Recognition Variables

	Factor Loadings	Mean	Std. Deviation	Communities	MSA	Factor Name
Salary is fair and adequate	0.797	3.57	1.005	0.733	0.928	Financial Benefits
Superior-subordinate relations are cordial	0.843	3.37	1.113	0.836	0.911	
Performance is rewarded	0.834	3.45	1.154	0.839	0.905	
Rewards encourage innovations	0.887	3.51	1.065	0.866	0.888	

					2	
Yearlyincrementsaregiven	0.647	3.37	1.131	0.762	0.936	
Performanceisappreciated	0.726	3.55	1.045	0.769	0.859	
Birthdaygreetingsarereceived	0.653	3.45	1.064	0.751	0.902	
Benefitsandallowancesaregivenwithoutinterruption	0.686	3.39	1.185	0.849	0.898	Inductive Factor
Achievementsarepublished	0.924	3.45	1.376	0.908	0.855	
KMOandBartlett'stestofsphericity:0.898,Chi-square:445.656,PValue:0.000andVarianceexplained:81.544						

Interpretation:The latent dominant dimensions of nine employee rewards and recognition variables were determined using factor analysis. The Mean numbers are less than the Standard Deviation values. Communality values range from 0.908 to 0.733, whereas MSA values range from 0.928 to 0.855, KMO and Bartlett's test of sphericity 0.898, Chi square value 445.656, degree of freedom 36, and P With a value of 0.000, factor analysis can be used to 9 employee incentives and recognition factors.

A two-factor analysis was produced from a set of nine employee rewards and recognition factors. The most important factor, Financial Advantages Factor, explains 74.435% of the variance and consists of 7 factors. The second most dominating factor, Inductive Factor, explains 29.951% of the variance in Employee Purpose Factor, which includes two Inductive Factor variables.

FINDINGS

- With a total of 51 responses, more than one-third are between the ages of 25 and 35. Males account for 72.5% of all responders. One-third of those polled are postgraduates, and the majority earn between Rs 25,000 and Rs 50,000 each month.

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- According to the findings of the study, the highlighted techniques such as transparency, empowerment, purpose, behavior, listening, rewards and recognition, and training have an impact on employee engagement.
- Employee engagement is also influenced by demographic parameters such as respondents' age, gender, educational qualification, and monthly income.

CONCLUSION

Employee engagement refers to an employee's emotional commitment to his job and employer, which determines his behavior toward the business and work-related activities. Apart from regular engagement events, the business can involve people in their work by taking modest actions such as listening to them, giving them authority to make certain decisions, providing them with information as and when needed, and making the work environment pleasant. The organization does not have to spend extra money on engagement activities. Basic actions such as listening, empowering, being open, and correcting their conduct give employees the impression that the organization values them, which leads to engagement. The organization can save money by following these measures.

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