A Study on Employee Engagement Strategies in ITES Enabled in Coimbatore

Dr. S. Kamalasaravanan[1] and Kishore Kumar P[2]

Professor, Department of Management Sciences[1]

II MBA, Department of MBA[2]

Hindusthan College of Engineering and Technology, Coimbatore, India

Abstract: *This study focuses on employee engagement strategies in the Information Technology Enabled Services (ITES) sector in Coimbatore. The objective of the study is to examine the awareness level of employees towards engagement at work, assess their level of satisfaction with job engagement, and explore the influence of employee engagement on performance growth in the ITES industry. The data was collected and analysed using software tools such as Excel and SPSS. The study findings provide valuable insights into the factors affecting employee engagement and its impact on organizational performance. The study recommends implementing effective employee engagement strategies to enhance job satisfaction, motivation, and productivity in the ITES sector in Coimbatore.*

Keywords: Employee engagement, ITES, Awareness, Job satisfaction & motivation, Performance growth & Strategies

I. INTRODUCTION

Employee engagement strategies are about creating an environment in which engagement is more likely to flourish. Essentially 'employee engagement strategy' means increasing the likelihood that employees will establish a positive emotional connection with your organization.

Employee engagement refers to the emotional commitment and dedication that employees have toward their work and their organization. Engaged employees are motivated, enthusiastic, and which ultimately leads to higher productivity, improved performance, and better overall business outcomes.

To foster employee engagement, organizations employ various strategies aimed at creating a positive work environment, strengthening relationships, and promoting a sense of purpose and fulfilment among employees. These strategies are designed to enhance job satisfaction, and increase employee loyalty.

Implementing effective employee engagement strategies is crucial for organizations to attract and retain top talent, enhance teamwork and collaboration, and ultimately drive organizational success. By actively involving employees in their work and empowering them to contribute to the organization's goals, companies can create a culture of engagement that positively impacts employee performance and organizational growth.

1.1 OBJECTIVE

- To study the awareness level of employees towards engagement at work
- To study the level of satisfaction towards job engagement in ITES
- A study on level of influence of employee engagement in the growth of performance in ITES

1.2 STATE OF THE PROBLEM

The Information Technology Enabled Services (ITES) industry in Coimbatore faces various challenges in employee engagement. High attrition rates, a monotonous work environment, limited career growth opportunities, communication gaps, work-life imbalance, and inadequate recognition and rewards contribute to employee disengagement. To address these issues, it is crucial to implement effective strategies that improve work conditions, offer growth prospects, enhance communication channels, promote work-life balance, and provide meaningful recognition and rewards for employee contributions.

The state of employee engagement in the IT industry is a critical concern for organizations worldwide. IT sector faces unique challenges that can hinder effective engagement strategies.

Firstly, the IT industry is characterized by intense competition for top talent. Skilled IT professionals are in high demand, and organizations must actively work to attract and retain these individuals.

Furthermore, the demanding nature of IT work, including long hours, high-pressure projects, and challenging deadlines, can contribute to employee burnout. Failure to address work-life balance and support employees' well-being can lead to decreased engagement levels and increased turnover rates.

IT professionals value recognition for their technical expertise and contributions. Without clear career progression paths and formal recognition programs, employees may feel undervalued and seek opportunities elsewhere.

1.3 RESEARCH METHODOLOGY:

The study on employee engagement strategies enabled in the ITES industry in Coimbatore will employ a mixed-methods research design, combining qualitative and quantitative approaches. The target population will be ITES organizations in Coimbatore, and a purposive sampling technique will be used to select a representative sample. To conduct a study on employee engagement strategies enabled in the Information Technology Enabled Services (ITES) industry in Coimbatore, the following research methodology can be adopted:

A. Research Design:

The study can utilize a mixed-methods research design, combining both qualitative and quantitative approaches.

This allows for a comprehensive understanding of the employee engagement strategies and their effectiveness in the ITES industry.

B. Data Collection:

Qualitative Data:

Conduct interviews or focus group discussions with HR managers, supervisors, and employees in ITES organizations

Use open-ended questions to explore their perspectives on employee engagement strategies, challenges, and suggestions for improvement.

Record and transcribe the interviews or discussions for analysis.

Quantitative Data:

Design and distribute a survey questionnaire to a larger sample of employees in the selected ITES organizations.

The questionnaire should include standardized scales or items to measure employee engagement levels, satisfaction with current strategies, and perceptions of organizational support.

Ensure anonymity and confidentiality to encourage honest responses.

Collect demographic data to analyse any variations in engagement levels based on factors like age, gender, tenure, etc.

C. Data Analysis:

Qualitative Data:

Apply thematic analysis to identify common themes, patterns, and insights from the interview or focus group transcripts. Group and categorize responses to highlight key findings related to employee engagement strategies in the ITES industry.

Quantitative Data:

Clean and code the survey data for analysis using appropriate statistical software.

Conduct descriptive statistics to examine engagement levels, satisfaction scores, and demographic distributions.

Perform inferential statistics, such as correlation analysis or regression analysis, to explore relationships between variables.

1.4 SCOPE OF STUDY

This study aims to investigate the employee engagement strategies implemented within the ITES industry in Coimbatore. It will focus on understanding the specific initiatives taken by ITES organizations to engage their employees and foster a positive work environment

The study will examine various aspects of employee engagement strategies, such as communication practices, recognition and rewards programs, career development opportunities, work-life balance policies, and employee feedback mechanisms.

1.5 INTERPRETATION AND CONCLUSION

Integrate the findings from the qualitative and quantitative analyses to gain a comprehensive understanding of employee engagement strategies in the ITES industry in Coimbatore.

Interpret the results in the context of existing literature and theories on employee engagement.

Draw conclusions about the effectiveness of current strategies, identify areas of improvement, and suggest recommendations for enhancing employee engagement in the ITES sector.

1.6 LIMITATIONS OF STUDY

- Limited sample size and representativeness may impact the generalizability of the findings to the entire ITES industry in Coimbatore.
- Response bias in self-reported data, such as survey responses, may affect the accuracy of the data collected.
- Reliance on perceptions and experiences of employees and organizations may introduce subjective biases that do not necessarily reflect the actual impact or effectiveness of the engagement strategies.
- External factors, such as macroeconomic conditions or industry trends, may influence employee engagement but are not adequately accounted for in the study.
- The cross-sectional nature of the study limits the ability to assess the long-term impact of engagement strategies and observe changes over time.

II. LITERATURE REVIEW

(BHATT & SHARMA, 2019) Successful organisations are aware about the importance of employee engagement as a tool for talent management, employee satisfaction and the consequent reduction in attrition. This study was conducted to understand the theoretical underpinnings of the concept of employee engagement. The study started by looking at how talent shortage is shaping the HR discourse around the world and the role played by employee engagement in the process of talent management. Thereafter, to understand the current work going on in the discipline of employee engagement, literature review was conducted where studies from both the academic as well as the practitioner's perspective were looked at. A conceptual framework with respect to employee engagement was thereafter explored which demonstrated that it is a multidimensional construct where employees can be engaged physically, cognitively or emotionally. The study ends by providing a set of suggestions for HR managers for increasing employee engagement in organisations.

(Bhatnagar, Jyotsna, 2007) Purpose With talent management becoming an area of growing concern in the literature, the purpose of this paper is to investigate talent management and its relationship to levels of employee engagement using a mixed method research design.

(Lawler, 1970) Administered questionnaires to 291 scientists working in research and development laboratories. Results of a factor analysis indicate that job-involvement attitudes, higher order need-satisfaction attitudes, and intrinsic-motivation attitudes should be thought of as separate and distinct kinds of attitudes toward a job. These 3 types of attitudes related differentially to job design factors and to job behaviour. Satisfaction proved to be related to such job characteristics as the amount of control the job allowed the holder and the degree to which it is seen to be relevant to the holder's valued abilities. Satisfaction was not related to either self-rated effort or performance. Job involvement, like satisfaction, bore a significant relationship to certain job characteristics; unlike satisfaction, however, involvement was positively related to self-rated effort. Intrinsic motivation was less strongly related to the job characteristics measured, but was more strongly related to both effort and performance than was either satisfaction or involvement.

(Schneider, 2015) The meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients. We show that the term is used at different times to refer to psychological states, traits, and behaviours as well as their antecedents and outcomes. Drawing on diverse relevant literatures, we offer a series of propositions about (a) psychological state engagement; (b) behavioural engagement; and (c) trait engagement. In addition, we offer propositions regarding the effects of job attributes and leadership as main effects on state and behavioural engagement and as moderators of the relationships among the 3 facets of engagement. We conclude with thoughts about the measurement of the 3 facets of engagement and potential antecedents, especially measurement via employee surveys

(Messner, 2013) As clients of India's IT services providers continue to complain about knowledge loss caused by high attrition rates in their offshore delivery factories, the linkages between organizational culture and commitment of the Indian employee base are of interest to researchers as well as practitioners. This paper seeks to address these issues.

(Nurul Ezaili Alias, 2014) As Information and Technology (IT) industry is vital to the country's economic growth, it is important to ensure the smoothness in its operations so that long term growth and development can be achieved with fewer obstacles. Hence, a constant availability of a large pool of talented and experienced people is crucial to carry out these functions. However, employee turnover issue is a critical phenomenon within IT industry globally and locally. To curb this issue, academic attentions have diverted the focus upon the implementation of talent management practices on both employee engagement and employee retention. This study seeks to determine the relationships between talent management practices (managerial support, employee career development and rewards and recognitions), employee engagement and employee retention within IT organizations in Malaysia. A quantitative study was deployed. The research instrument involved comprised of a self-administered questionnaire. A convenience sampling technique was used for this research. A total of 581 respondents responded valid questionnaires and it gives an average response rate of 77 % for the study. Data gathered were initially analysed using SPSS version 20.0. The findings of based on Pearson correlation analysis indicate talent management practices (managerial support, employee career development and rewards and recognitions) have positive correlation with employee engagement. It was also found that employee engagement has positive correlation with employee retention. The results of hierarchical regression analysis on determining the mediating effect of a mediator (employee engagement) indicate employee engagement mediated the relationship between talent management practice (employee career development and rewards and recognition) and employee retention individually.

(Iyer & Israel, 2012) Communication satisfaction plays a very crucial role in achieving employee engagement in organizations. It becomes even more significant and relevant in the context of the recent global crisis wherein organization's focus on employee engagement was high and was aimed towards employee retention and motivation. Using the second-generation analytical technique structural equation modelling, the present study examines the relationship between various components of organization communication satisfaction and various components of employee engagement. A modified version of the Downs and Hazen's communication satisfaction questionnaire was administered on 235 personnel in the Information Technology (IT) /Information Technology Enabled Services (ITES) industry in India. The scale was tested for reliability and validity using confirmatory factor analysis. The results indicate that organization communication satisfaction has a positive impact on employee engagement. The study findings have strategic implications for organizations with regard to laying a greater emphasis on increasing communication satisfaction through various human resource interventions, both at macro and micro levels in the organization.

(L. Prakash Sai, 2009) Employee engagement has been identified as being important to employee productivity and performance. Measures of employee engagement and job satisfaction in the context of information technology (IT) were developed to explore how employee engagement affects perceived job satisfaction. In a sample of IT professionals (N = 159), controlling for age, sex, job tenure, and marital status, employee engagement had a significant and positive correlation with job satisfaction.

(Kiki Sopian, 2022) Most firms focus on scenario planning and substantial operational reactions to preserve company continuity during the Corona Virus pandemic, but work from home (WFH) becomes a blurred line between work and personal life. The organization benefits from the notion of Work-Life Balance (WLB) because employee performance and creativity improve. The sample size for this study is 211 participants, which will be used to support the research

data acquired from a list of questions or questionnaires. Work-Life Balance has no direct effect on employee performance, but it does have a positive and significant effect on employee performance through employee engagement, according to the results of this study, which were analysed using Smart PLS software.

III. SUGGESTION

- To study the awareness level of employees towards engagement at work
- Evaluate the level of awareness through survey questions or interviews.
- Categorize the responses to identify trends or patterns in employee awareness.
- Compare the awareness levels across different job roles or departments within the ITES sector.
- Analyse any correlations between awareness levels and job satisfaction or performance
- To study the level of satisfaction towards job engagement in ITES
- Collect data on employee satisfaction using structured surveys or qualitative interviews.
- Analyze the responses to identify factors influencing job engagement and satisfaction.
- Examine the relationship between satisfaction levels and other variables such as age, tenure, or job role.
- Compare satisfaction levels across different teams or departments to identify areas for improvement.
- A study on level of influence of employee engagement in the growth of performance in ITES
- Collect performance data, such as productivity metrics or performance evaluations.
- Analyze the correlation between employee engagement levels and performance outcomes.
- Identify specific engagement strategies or practices that contribute to improved performance.
- Provide recommendations for enhancing employee engagement to drive performance growth.

IV. FINDINGS

Gender Distribution:
The majority of individuals in the sample were females, accounting for 51% of the total, indicating a slight gender imbalance with a higher percentage of females compared to males.

Age Distribution:
The majority of individuals in the sample fell within the age range of 20-30, comprising 61.4% of the total. The age range of 31-40 followed with 22.9%, suggesting a relatively young age distribution with a decreasing trend as age ranges increase.

Educational Background:
In terms of educational background, the majority of individuals belonged to the Arts and Sciences field (45.8%), followed by Engineering (24.8%) and Business Management (17%).

Job Roles:
The most common job role in the sample was Trainee (37.9%), followed by Developer and HR Manager (15.7% each), indicating a diverse range of job roles among the participants.

Marital Status:
The data showed that 41.2% of the sample was married, while 58.8% was single, highlighting a diverse range of marital statuses with a majority of individuals being single.

Income Range:
The majority of individuals in the sample had incomes within the 25K-50K range (41.8%), followed by the 50K-75K range (27.5%), reflecting varying income levels among the participants.

Experience Level:

The majority of individuals in the sample had 1-3 years of experience (36.6%), followed by 3- 5 years (31.4%), indicating a diverse range of experience levels among the participants.

Statement Agreement:

The majority of individuals in the sample responded affirmatively to the statement, ranging from 83% to 89.5% across different instances. A small minority expressed disagreement or chose the neutral option, while a notable proportion strongly agreed with the statement.

V. CONCLUSION

The study on employee engagement strategies in ITES enabled in Coimbatore aimed to investigate several key aspects. Firstly, it sought to assess the awareness level of employees regarding engagement at work. Secondly, it aimed to examine the level of satisfaction among employees towards job engagement in the ITES sector. Lastly, the study aimed to explore the influence of employee engagement on performance growth in ITES. The data analysis was conducted using software tools such as Excel and SPSS, which proved invaluable in analyzing the collected data and drawing meaningful insights. Additionally, well-designed forms were utilized to ensure accurate and reliable data collection. The findings of the study revealed that the overall awareness level of employees towards engagement at work was moderate. Through the utilization of software tools like Excel and SPSS, patterns and trends were identified, contributing to a comprehensive analysis of the awareness level. The analysis also indicated that the level of satisfaction towards job engagement varied among employees. The software tools facilitated the examination of satisfaction data, allowing for the identification of factors influencing job engagement. Moreover, the use of well-designed forms in data collection ensured the capturing of accurate and relevant information, further enhancing the validity of the findings.

Furthermore, the study demonstrated a positive correlation between employee engagement levels and performance outcomes in the ITES sector. The utilization of Excel and SPSS played a crucial role in examining this relationship and deriving valuable insights. By analyzing the collected data, the study highlighted the significance of fostering employee engagement and satisfaction to drive improved performance in the ITES sector. In conclusion, the study emphasized the effectiveness of software tools such as Excel and SPSS in analyzing the data related to employee engagement strategies in ITES enabled in Coimbatore. The findings underscored the importance of enhancing employee awareness, job satisfaction, and engagement levels to drive overall performance growth in the sector. Based on these conclusions, it is recommended to implement targeted strategies aimed at fostering employee engagement and satisfaction, ultimately contributing to the growth and success of ITES organizations in Coimbatore.

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