EMPLOYEE ENGAGEMENT IS A BAROMETER THAT DETERMINES THE ASSOCIATION OF A PERSON WITH THE ORGANIZATION.

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ABSTRACT

The profile of the Indian IT Services has been undergoing a change in the last few years, partly as it moves up the value chain and partly as a response to the market dynamics. Ten years ago, most US companies would not even consider outsourcing some of their IT projects to outside vendors. Now, ten years later, a vast majority of US companies use the professional services of Indian Software engineers in some manner, through large, medium or small companies or through individuals recruited directly. In today's rapid utilization set up, employee engagement is the most concerned field of analysis, the engaged employee is the lifelong asset for each and every organization in all over the world. So every organization is obligated to facilitate employee engagement program in terms of opportunity to move up the organization ladder give the authority to the employer and employee to use their ability to create the condition that promote employee engagement and treat the employees as the loyal employees. Software Solutions is a different kind of offshore outsourcing company. They bring the best of both worlds. Hence the researcher undertook the study entitled

CONCEPTUAL BACKGROUND

In India, the software boom started somewhere in the late 1990s. Most of the Indian software companies at that moment offered only limited software services such as the banking and the engineering software. The business software boom started with the emergence of Y2K problem, when a large number of skilled personnel were required to fulfil the mammoth database-correction demand in order to cope up with the advent of the new millennium. Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee.' Thus Employee engagement is a barometer that determines the association of a person with the organization.

PURPOSE OF RESEARCH

- ✓ To study the categories of engaged employees.
- ✓ To indentify the factors which creates maximum impact towards a degree of engagement.
- ✓ To examine the impact of employee engagement on organisational effectiveness.
- ✓ To examine whether the degree of engagement is influenced by the demographic characteristics of the employees.
- ✓ To learn the employee's satisfaction on the interpersonal relationship exists in the organization and the completion of job.
- ✓ To offer suggestion to improve the existing non-engaging situation.

RESEARCH METHODOLOGY

Descriptive research design is used in this study. A detailed discussion was done with the respondents and analysis was made on the responses given by them. Questionnaire was used to collect the data from the respondents. The questionnaires were issued to respondents and the data were collected from them. The type of sampling used is Stratified Random Sampling where the respondents were chosen randomly in

each sub group of the population. The sub groups were divided from the population based on the departments of the respondents.

TABLE 1

RANKING OF MANAGEMENT POLICIES AND PRACTICES

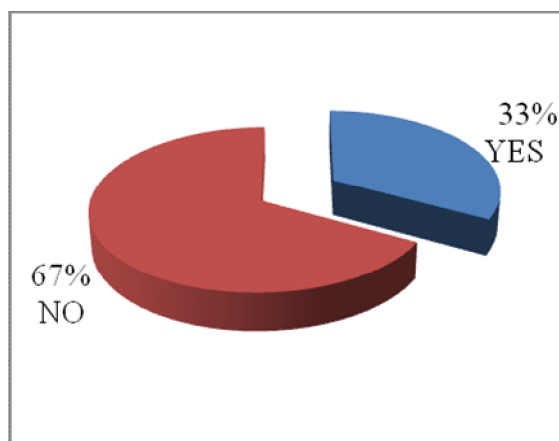| S.NO	MEASURES	Mean
1	I understand the long-term strategy of this organization	49.6
2	Quality is a top priority with this organization	51.5
3	The mission/ Purpose of your company makes me feel my job is important	44.1
4	There is adequate planning of departmental objectives	50.5
5	There is adequate follow-through of departmental objectives	50.3
6	The objectives of the organization and your work divisions are integrated and challenging	47.6

The Table shows the employees' perceptions about Management Policies and Practices in Software Solution, Chennai. The responses are ranked by using of weighted average method. The employees' assumption about 'Quality is a top priority with this organization' is ranked first among various elements followed by 'Adequate planning of departmental objectives', 'Adequate follow-through of departmental objectives', 'Understanding the long-term strategy of the organization', 'The objectives of the organization and work divisions are integrated and challenging', 'The mission/Purpose of organisation makes to feel the job is important' in that order.

CHART 1

PERCEPTION ABOUT THE LEVEL OF ENGAGEMENT
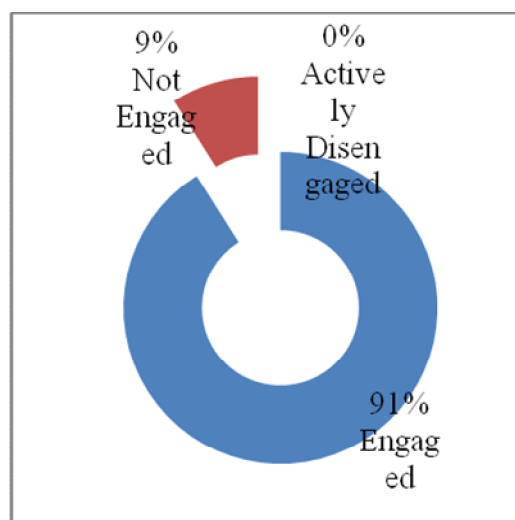
CHART 2

EMPLOYEE OPINION ABOUT STRESS

TABLE 2

RANKING OF CORPORATE CULTURE

S.NO	MEASURES	Mean
1	I am satisfied with the culture of my workplace	51.6
2	My employer enables a culture of diversity	50.6
3	I feel I can express my honest opinions without fear of negative consequences	37.7
4	This organization treats me like a person, not a number	49.6
5	This organization gives me enough recognition for work that is well done	51.9
6	I can trust what this organization tells me	49.8

The Table shows the employees' perceptions about Corporate Culture in Software Solution, Chennai. The responses are ranked by using of weighted average method. The employees' assumption about 'Recognition for work well done' is ranked first among various elements followed by 'Satisfaction with the culture', 'Employer enables a culture of diversity'.' Trust what this organization tells ', 'organization treats employees like a person, not a number', 'Employees can express honest opinions without fear of negative consequences' in that order.

TABLE 3

RANKING OF TEAM WORK & INTERRELATIONSHIP

S.NO	MEASURES	Mean
1	I have confidence in the leadership of this organization	44.8
2	The superior of this organization care about their employees' well being	41.9

3	Superior live the core values of the organization.	35.7
4	I have good relationship with superior & co-workers	51.1
5	I feel part of a team working toward a shared goal	46.3
6	I feel I can trust what my superior tells me	37.6
7	There is a strong feeling of teamwork and cooperation in this organization	39
8	My co-workers work well together to achieve our goals.	33.6
9	My superior tells me when my work needs improvement	30
10	My superior treats me with respect	39.6

The Table shows the employees' perceptions about Team Work & Interrelationship in Software Solution, Chennai. The responses are ranked by using of weighted average method. The employees' assumption about 'Good relationship with superior & co-workers' is ranked first among various elements, followed by 'I feel part of a team working toward a shared goal', 'confidence in the leadership', 'The superior care about their employees' well being', 'Superior treats Subordinate with respect', 'Strong feeling of teamwork and cooperation', 'Subordinate trust what his superior tells', 'Superior live the core values of the organization', 'Superior tells subordinate when their work needs improvement' in that order.

TABLE 4

CORRELATION ANALYSIS BETWEEN GENDER AND THE LEVEL OF ENGAGEMENT

		Gender	Perception about the Level of Engagement
Gender	Spearman's Correlation Sig. (2-tailed) N	1 172	0.031** 0.000 172
Perception about the Level of Engagement.	Spearman's Correlation Sig. (2-tailed) N	0.031** 0.000 172	1 172

** Correlation is significant at the 0.01 level (2-tailed)

All the values in the table have positive values. Hence, it is positively correlated. Gender positively influences the level of engagement.

Calculated Significant value   = 0.000

Significant value   = 0.01

Calculated Significant value < Significant value

Hence the null hypothesis is rejected.

Since the calculated significant value is lesser than the significant value, the null hypothesis is rejected and the alternative hypothesis is accepted. Hence, there is significant relationship between the Gender and Level of Engagement.

TABLE 5

CORRELATION ANALYSIS BETWEEN DEPARTMENT AND TRAINING

		DEPARTMENT	TRAINING
Department	Spearman's Correlation Sig. (2-tailed) N	1 172	0.421** 0.000 172
Training	Spearman's Correlation Sig. (2-tailed) N	0.421** 0.000 172	1 172

** Correlation is significant at the 0.01 level (2-tailed)

All the values in the table have positive values. Hence, it is positively correlated. Department positively influences Training.

Calculated Significant value = 0.000

Significant value = 0.01

Calculated Significant value < Significant value

Hence the null hypothesis is rejected.

Since the calculated significant value is lesser than the significant value, the null hypothesis is rejected and the alternative hypothesis is accepted. Hence, there is significant relationship between the Department and Training.

TABLE 6

KRUSKAL WALLIS TABLE FOR EXPERIENCE AND CORPORATE CULTURE

	Mean Rank	Degrees of freedom	Calculated Significant Value	Significant Value
Experience	143.52	1	0.000	0.05
Corporate culture	201.48			

Since the calculated significant value is lesser than the significant value, the null hypothesis rejected is and the alternative hypothesis is accepted. Hence, there is significant relationship between the experience and corporate culture.

TABLE 7

FRIEDMAN TABLE FOR EXPERIENCE AND TEAM WORK & INTERRELATIONSHIP

S.No.		Mean Rank	Test Statistics	
1	Experience	1.22	N	172
			Chi-Square	54.212
2	Team work & Interrelationship.	1.78	Df	1
			Asymp. Sig.	.000

Calculated Significant value   = 0.000

Significant value   = 0.05

Calculated Significant value < Significant value

Hence the null hypothesis is rejected.

Since the calculated significant value is lesser than the significant value, the null hypothesis is rejected and the alternative hypothesis is accepted. Hence, there is significant relationship between the Experience and Team work & Interrelationship.

TABLE 8

FACTORS INFLUENCING EMPLOYEE ENGAGEMENT

S.No	Employee Engagement Factors	Mean	SD	CV
I	Management Policies	2.15	0.997	46.37
II	Corporate culture	1.67	0.756	45.26
III	Communication	2.19	0.920	42.00
IV	Roles And Responsibilities	2.58	1.237	47.94
V	Team work & interrelationship	3.37	1.447	42.93
VI	Career Development	2.36	1.203	50.97
VII	**Work environment**	1.43	0.531	**37.13**
VIII	Training	1.44	0.694	48.19
IX	Performance Appraisal	1.65	0.828	50.18
X	**Pay and benefits**	1.43	0.531	**37.13**

From the above table, it is inferred that among the various factors of employee engagement, 'work environment', pay & benefits', are the most influencing factor.

CONCLUSION

The study concludes that, the various factors and procedure followed to actively engage the employees in Software Solution. The study on employee engagement highlighted so many factors which will help to engage the employees. The

study was conduct among the employees and collected information through structured questionnaire. The Work Environment and Pay & Benefits really play a major role in engaging the employees of the organization. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the engagement. Steps can be taken to improve the conditions in future. The suggestions of this report may help in this direction.

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