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EMPLOYEE ENGAGEMENT – KEY TO POST PANDEMIC SUCCESS OF IT COMPANIES IN MAHARASHTRA

¹Mr. Rahul Baban Jagtap and ²Dr. Deelip Palsapure

¹Assistant Professor and ²HOD, Department of Commerce and Accountancy, K. J. Somaiya College Of Arts and Commerce, Vidyavihar, Mumbai 400077

ABSTRACT

In today's competitive world, employee engagement play a very crucial role for the success of any organization. Every organization would like to have engaged employees as they are the one who contribute to the greater extend towards the success of the organization. Employee engagement is a combination of job satisfaction, ability, and a willingness to perform for the organization at a high level and over an extended period of time. This combination of satisfaction, ability and willingness is a more important predictor of organization performance. The objective of the study is to analyze the impact of employee engagement on post pandemic success of IT Companies on the basis of the 7C's of employee engagement out of 10 C's defined by Gambler (2007). This paper has found that the out of 7c's taken for study 5c's are important factor for the success of the IT Companies. Employees feels that Connect, Career, Convey, Contribute and Congratulate are the important factors for the success of IT Companies.

1 INTRODUCTION

Employee engagement is not employee happiness. It is the relationship between on organization and employees. An engaged employee always absorbed and passionate about his work and takes corrective measures to enhance the organizations revenue and market value. Employee engagement is defined as a combination of job satisfaction, ability, and a willingness to perform for the organization at a high level and over an extended period of time. This combination of satisfaction, ability and willingness is a more important predictor of organization performance. Gallup survey reported only 13% workers worldwide are engaged with their work. Gallup survey also reported that companies with the most engaged workforce had 147% higher earnings per share, better productivity and profitability and lower absenteeism and turnover than the other companies. This article is based on the 10 C's for employee engagement by the author. Gerard H. Seijts and Dan Crim (2006) summarized the 10 C's of employee engagement in their research article published in Ivey business journal online by Ivey management service.

1. **Connect** : Leaders must show that they value their employees. Employee engagement is a direct reflection of how employees feel about their relationship with the boss. If employees feel that they have positive relationship with their boss then there will be positive employee engagement but if they feel that their boss has negative attitude towards them or they have not so good relation with their boss then employee engagement is not going to happen.
2. **Career**: Leader should provide meaningful and challenging work with career advancement opportunities. Good leaders challenges employees, at the same time they instill the confidence that those challenges can be met. Leader should work regularly to improve the skills and create small win that help the entire unit to perform at its best.
3. **Clarity**: There must be a clarity about the vision among the employees that leadership has for the organization and the goal that leaders have for the particular division or team. If the employees are clear about their goal and what they really wants to achieve then only they can contribute towards achieving those goals.
4. **Convey**: Leaders must clearly specify their expectation from the employees and provide constructive feedback on their functioning in the organization.
5. **Congratulate**: Leaders must give recognition to the employee for doing good job. Praise and recognition motivate employee to perform well.
6. **Contribute**: Leaders should make employees feels that their input matters and they are contributing to the organization success in a meaningful ways.
7. **Control**: Employees need and value control over the flow and pace of their jobs. Leaders can create opportunities for employees to exercise this control. A feeling of "being in on things," and of being given opportunities to participate in decision making often reduces stress; it also creates trust and a culture where people want to take ownership of problems and their solutions.

8. Collaborate: Great leaders are team builders. They create an environment that foster trust and collaboration. If employees feel cared about by their colleagues, and can contribute to their teams, they are more likely to be engaged.
9. Credibility: Leaders should strive to maintain a company's reputation and demonstrate high ethical standards. If there is lack of credibility then it will affect the image of the organization badly.
10. Confidence : Good leaders help create confidence in a company by being exemplars of high ethical and performance standards.
- 10 C's are highly relevant blueprint for most of the leaders. If leaders are aware of and actively implementing 10 C's, they will prove a robust foundation for building engaged and invested workforce.

2 REVIEW OF LITERATURE

Desai et al. (2010) done their research in finding the employee engagement among the manufacturing and service sector. In their research, it was found that the employee engagement level was higher in manufacturing sector than in service sector. The reason behind such increase was found to be free communication with the supervisors, participation in decision making and the firm cares and values the employees.

Bakker (2011) studied the employee engagement among 368 HR professionals working in Canadian companies. These individuals work in business, government, consulting, education and not for-profit organizations. In his study, It was found that engaged employees showed higher level of commitment, productivity and loyalty. Disengagement among employees resulted in unwillingness towards voluntary work, lower productivity and improper work relationship. In order to improve employee engagement he suggested the management to look forward in creating clear communication, proper recognition, defending direct reports, better learning and development opportunities and helping during problematic situations.

Pandey & David (2013) According to them An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers his organization's interests. this study investigated what job characteristics leads to high employee engagement. Instrument contains fourteen items related with different dimensions of employee engagement. Data was collected thorough purposive sampling from 107 respondents from IT and Pharma sector. This study has concluded that most of the employees in Pharma and IT sectors are engaged as most of the responses were on the positive side with minor improvement needed to done to increase employee engagement level. Satisfactory work environment, Opportunities to grow and job enrichment have emerged as prime factor behind employee engagement.

Chandani et al. (2016) the objective of this article is to clarify the importance of employee engagement and to identify the factors which are important for most of the organization. This paper suggested different employee engagement approaches for new employees such as strong induction programs, rigorous training and development programme, certification programme and giving them a realistic job preview. Finding of this study will be useful to construct strong employee engagement policy with the mix of all these factors of employee engagement.

T. Suhasini and Dr.K.Kalpna (2018) wrote an article title "A Study on Factors Affecting Employee in Indian IT Industry". The objective of this article is to identify the importance of employee engagement with respect to its impact on employee retention and performance. This paper has found that employee engagement is important factor which help to reduced employee turnover intention and increase innovative work related behavior. This paper suggested that emphasis should be given employee opinion and opportunities should be provided to the employees to be heard.

Sahar N. and Siddiqui, D.A. (2019) studies the impact of training, development and communication on employees engagement in banking sector of Karachi. The results of the study showed that there is a positive impact of training and development and internal communication on engagement. According to the researcher practitioners need to understand the value of participatory factors to compete effectively through effective implementation in the engagement strategy.

3 OBJECTIVE OF THE STUDY

- To analyze the impact of employee engagement on post pandemic success of IT Companies on the basis of the 7C's of employee engagement out of 10 C's defined by Gambler (2007)

4 STATEMENT OF PROBLEM

Employee engagement is very important factor in today's world. Every organization aims to find engaged employee as they are the one who actually contribute towards the success of the organization. HR Practitioners

finally understood the importance of employee engagement during tough time or crisis. They need to understand the engagement practices or factor which keep their employee motivated and engaged. This research paper will help HR Practitioners to identify the significant factors which can improve the employee engagement which in turn help to improve the organizational performance.

5 RESEARCH METHODOLOGY

The Research design applied for study is descriptive nature. The Required data collected from Primary as well as Secondary data. Secondary data collected from books, research papers and article. Primary data was collected by sharing Google form with the respondents. A Simple Random Sampling technique was used for selecting the sample for the study. A sample size of 110 respondents was drawn from the study. The statistical tool applied for the study is Descriptive Statistics.

6 DATA ANALYSIS AND INTERPRETATION

Table 1 – Demographic profile

	Category	Number of Employees	Percentage %
Gender	Male	73	66
	Female	37	34
Age (in years)	<30	43	39
	30 -45	52	47
	>45	15	14
Level in the organization	Top Level	10	9
	Middle level	77	70
	Lower level	23	21
Experienced in the organization (In Years)	<5	22	20
	5 -10	73	66
	>10	15	14

Source – Primary Data

From the above table it is clear that out of 100% respondents, 66% are male and 34% are female employees. Respondents are grouped into three age groups. Age group less than 30 years comprising 39% of sample, the majority are from the age group between 30 to 45, which amounts to 47% of the sample and the age group above 45 comprising 14% of sample. In terms of level in the organization, 9% sample are from top level, majority are from middle level and 21% sample are from lower level. 20% of employees are having less than 5 years of experienced, majority sample are from 5 to 10 years of experienced category and 14% employees are having experienced more than 10 years. Mostly top level employees are having more than 10 years of experienced.

Table 2 - Data analysis

		Connect	Career	Clarity	Convey	Contribute	Collaborate	Congratulate
N	Valid	110	110	110	110	110	110	110
	Missing	0	0	0	0	0	0	0
Mean		3.45	3.55	2.8533	3.15	3.93	2.6400	3.13
Median		3.00	4.00	2.0000	3.00	3.00	2.0000	3.00
Mode		4.00	4.00	2.00	3.00	4.00	2.00	4.00

Descriptive statistics method is used to analyze the perception of employee's w.r.t all the parameters of employee engagement. The finding are as follow

Interpretation :

- 1) Mean – From the above table it is observed that the average perception of employees for Connect, Career, and Contribute factors are very important for employee engagement. Average perception of employees for Clarity, Convey and congratulate factors are indifferent meaning that factors are neither important nor unimportant.
- 2) Median- From the median it is seen that 50 % of employees perception on Connect, convey, contribute and congratulate are less than indifferent and 50% is greater than indifferent. It means their perception is neutral, factors are neither important nor unimportant. For the Factor Clarity and collaborate 50% are less

unimportant and remaining 50% are more than unimportant meaning this two factors are not important for employee engagement.

- 3) Mode - The Maximum employees feels that Factors like Connect, Career, contribute and congratulate are very important from mode for employee engagement. Perception of employees regarding convey is neutral, they feel that this factor is neither important nor unimportant. Employees feels that clarity and collaborate are not important factor for employee engagement.

7 CONCLUSION

In today's competitive world, employee engagement play a very crucial role for the success of any organization. Every organization would like to have engaged employees as they are the one who contribute to the greater extend towards the success of the organization. From literature review it is clear that employee engagement help to reduced employee turnover and also help to increase the overall organizational productivity. This article is basically identify the important factors which improve the employee engagement and which ultimately improve the overall performance of the organization. Researcher has identify there is serious need of employee engagement in IT Sector. Researcher has found through survey and analysis that employees opinion are different. Researcher has found 5 C's parameters like Connect, Career, Convey, Contribute and Congratulate are the important factors for the success of IT Companies. Employees feels that Clarity and Collaborate factors are not very important.

8 SUGGESTION

Success of any company largely depends upon their manpower. The way practitioners handle their manpower is the key for the success. This article will help HR practitioners to re-think their engagement strategies and also guide them which area to pay more attention. This Study has found five parameters i.e Connect, Career, Convey, Contribute and Congratulate which are important for employee engagement. So Practitioners or leaders should value their employees. They should provide career advancement opportunities to employees. Leader should clearly specify their expectation from employees and constant feedback should be given to them. Leaders should listen to the employee's suggestion and they should make feel them that their input is important. Employees should be given recognition for doing good job.

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