

IMPACT OF EMPLOYEE ENGAGEMENT AT GYAAN TECHNOLOGY SOLUTIONS

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A leader is one who knows the way, goes the way, and shows the way.

John C. Maxwell

Abstract

Business atmosphere has become too intimidating. The ability to engage and retain precious employees has a major impact on an organization. Employees are the return on investment. According to Kevin Kruse employee engagement is the emotional commitment the employee has to the organization and its goals. This emotional commitment means engaged employees actually care about their work and their company. When employees care—when they are engaged—they use discretionary effort. In the long run employee engagement is initiated with good communication between employer and employees as well as among co-workers, fostering a positive working environment. An attempt has been made to empirically. the study is conducted in order to establish the respondents understanding of the term .employee engagement, understand the impact of involvement and commitment of employees towards organizational productivity and sustainability and tries to identify what drives employees engaged.

Keywords: employee, employee engagement, commitment, drive, employer, organization

Introduction



Source: Google images

Employee engagement first appeared as a concept in management theory in the 1990s, becoming widespread in management practice in the 2000s, but it remains contested. It stands

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in an unspecified relationship to earlier construct such as morale and job satisfaction. Employee engagement, productivity, retention, and profitability rise when employees are enabled to meet tangible goals by being given a fair amount of responsibility, the tools to succeed, enough autonomy, opportunities for mastery, and a sense of purpose. Working with employees in adjusting job content so they have a “say” in their work experience and can focus on using their skills, abilities, and strengths, decentralizing responsibility down to a team level, involving employees in decisions that affect their work, and opening up decision-making authority have all been proven to enhance employee engagement. If necessary, increase enablement by flattening organizational structures to develop a greater sense of trust in senior level managers, to give each employee more autonomy and decision-making authority, and to make it easier for all to see the impact of contributions on the overall performance of the company.

Objectives of the Study

- To understand the concept of employee engagement
- To analyze the relationship between employee engagement and organizational Productivity.

Hypothesis

H₀: There is no significant difference between experience and level of engagement

H₁: There is a significant difference between experience and level of engagement

Methodology

Sample design

A sample size of 50 respondents was chosen out of 140 employees at At Avigna IT Solutions in Hyderabad, Telangana. The sampling technique used is proportionate sampling technique. the samples has drawn randomly from the population.

Statistical analysis

Simple percentages and proportionate has drawn for the data collected from the questionnaire and the Chi- Square analysis.

Review of literature

Branine & Pollard (2010). Several developments have led to changes in traditional job profiles in the financial sector, particularly in the banking industry. For example, many of the ‘back office jobs’ in the US banking industry have been reduced, while front-line customer contact and operators in call centres have been increased due to a focus on marketing

Haipeter, Jurgens & Wagner (2012) specified in their study that Employees ‘opportunities for career development and promotion are increasingly being determined by their sales performance and less by any additional qualifications. Thus, there has been a shift of emphasis away from technical and product-related skills towards the key skills that are required for the successful sale of standardized products . Personal and social competencies are becoming increasingly crucial in the selection and recruitment of employees in the financial sector. Training departments also place greater emphasis on sales skills.

Cooke & Saini (2010a) observed that business and human capital environment for adopting Western practices. It seems that Asian nations are under great pressure to catch up because of being latecomers as global economic players

Boxall et al.(2007) use the notion of ‘analytical HRM’ to emphasize that the fundamental mission of the discipline of HRM is not to propagate claims about ‘best practice’ in ‘excellent companies’ but to identify what managers actually do in HRM and how they go about it, and to understand why they do it and consider who benefits from their actions. Far more important is the issue of whether they have any effect on employees’ engagement behaviour at work.

The International Survey Research (2003) formally defines employee engagement as a process by which an organization, increases commitment and contribution of its employees to achieve superior business results. They resolve that employee engagement is a combination of an employee’s cognitive, affective and behavioural commitment to a company.

Fitzenz (1990) identified .key factors, which ought to be managed congruently: such as organizational culture, strategy, pay and benefits philosophy, and career development systems The above mentioned definitions explain many situations in our contemporary life while many employees are no longer having the sense of organization loyalty once they leaved. Increasing numbers of organization mergers and acquisitions have left employees feeling displeased from the companies that they work and haunted by concerns of overall job security. As a result, employees are now making strategic career moves to guarantee employment that satisfy their need for security. On the other hand, employers have a need to keep their stuff from leaving or going to work for other companies. This is true because of the great expenses associated with hiring and retraining new employees.

Data Analysis and Interpretation

The respondents were asked to state their level of engagement relating factors. The engagement score was decided based on the each respondent’s feedback. The analysis helps to make suggestions on the factors influencing participation of employees. At Avigna IT

Solutions, the employees were categorized into different levels as following, The Engaged, Almost engaged, Honeymooners & Hamsters, and Crash & Burners based on the scores achieved.

Experience and Level of Engagement

H0: Level of Engagement and Experience are independent

H1: Level of Engagement and Experience are dependent

Table-1: Experience versus Level of Engagement

Level of Engagement/ Experience	0-5 years	6-10 years	11-15 Years	Above 15 years	Total	Percentage (%)
The engaged	7	6	10	12	35	70
Almost engaged	4	2	2	0	8	16
Honeymooners	4	1	1	0	6	12
Crash and Burners	0	1	0	0	1	2
Total	15	10	13	12	50	100

Source : Primary data

Degrees of Freedom calculated as 9

Significance at the level 5%

Calculated Chi Square value is 18.77

Table value is 23.1

Inference:

The Table value (23.14) is greater than the calculated value (18.77). Hence, it accepts H₀ and is concluded that the Level of Engagement and Experience are independent.

Conclusions

1. Recognize the importance and getting employees to buy into the company's vision, mission and values so that their efforts can align towards the vision mission and values.
2. Career planning and development, alternative work schedule, working conditions, flexible working hours etc. Needless to say that these efforts should be conducted by Employers in order to strategically enhance the involvement of employees and there by achieve employee engagement.
3. Ensure an understanding of the need to implement appropriate measurement tools and benchmarks.

4. Conduct the stress relief programmes in the organization.

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