

## **EXPLORING EMPLOYEE ENGAGEMENT STRATEGY AND ITS IMPACT OF EMPLOYEE PERFORMANCE IN IT SECTOR**

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### **ABSTRACT**

This paper talks about the relationship between the job engagement and performance of an employee in IT sector. It also talks about the various strategies which can be implemented by the company or the employer in order to increase the overall employee engagement in the company so that the performance of the employee also increases.

### **INTRODUCTION**

In the Information technology sector (IT SECTOR), employee engagement plays a very important role for any organization to be successful. Employee engagement refers to the involvement, commitment and the amount of time they invest to fulfil the committed work. which an organization is assigned and for the organization they work for. Any organization which wants to have better business outcomes their employees must be engaged in a proper manner the employees should be more productive, innovative, and should stay committed to the organization. Because of these aspects organization is giving more important to employee engagement and investing their money in order to improve engagement.

The importance of engagement on performance is been widely studied and recognized. The employee who are engaged with their work are more likely to be satisfied by the job which they are performing, motivated to the job and perform the job in an effective and productive manner which will positively lead to the growth of the company as well as better performance in the sector.

In order to increase employee engagement and, consequently, employee performance, this article will examine numerous employee engagement tactics that may be used in the IT industry. In this study we will look at various aspects like leadership, communication,

recognitions, reward and work life balance and how will these aspects effect the employee engagement and performance in an organization. This paper will also talk about the various challenges faced while implementation of the strategies and come up with a suitable solution.

The ultimate goal of this research is to provide a complete understanding of the significance of employee engagement in the information technology sector (IT sector) and it will talk about the strategies that an organization can use to improve the employee overall engagement as well as their performance.

## **LITERATURE REVIEW**

The paper talks about the association between the engagement of employees and productivity of organization. The author claims that engagement of employees is most important factors that the employee engagement can directly lead to organization performance and efficiency in production. The outcomes of this study tells that the engagement of employees has a positive and direct effect on overall productivity of an organization. The author in the study also highlights that the management of an organization should support their employees so that the productivity of employee is archived and utilizes to the fullest. (Patro, 2013)

The research talks about the associate relationship between engagement of workers and characteristic of the job in Indonesia. For this study the author did a survey among 121 employees in different sectors. the research tells that factor like significance of the work or task, freedom to do any work or task were positively related to the engagement of the employees and workers. The paper also states that the pressure to do a job and high workload have negatively impacted on the engagement of employees (Adiarani, 2019)

The authors in this paper discover the association between the management of performance along with the engagement of employees, it also talks about how an organization or a company should use their management of performance to increase the productivity and engagement of employees. The paper also states that organization should not only look into the performance management of any worker or employees but make sure that the employees work towards the mission and vision statement of a company or an organization. It also tells the significance of training, coaching, feedback in the performance of an employee. It even talks about the importance of various like 360-degree feedback, performance appraisal any many more which will be helpful in evaluating the overall employee engagement in an organization. (Jamie A Gruman, 2010)

The author states that the engagement of employees act as a huge and important part on IT sector as it has direct relationship on the overall performance of an employee as well as on the organization. If the employee engagement remains high it will directly contribute to better

result of an organization. The IT sector has lot of competition as well as it requires a skill full and motivated employees to become successful, so employee engagement plays a significant role in attracting people in the industry. Employee engagement leads employees to stay highly engaged in the work, showing higher level of stratification in terms of job and makes the individual or employees to stay longer with the organization. This paper overall speaks about how companies or organization should invest in their employees to stay engaged and which leads to overall growth of an organization or companies. (Grag, 2014)

In this paper the author talks about the association between the engagement of an employees along with the work life balance in the IT sector. The paper found out that employees that are engaged will generally have a better work life balance because the employees who all are engaged are more likely to get their job stratification, and they feel valuable by their organization. This paper also finds out that having flexible working methods or practices promotes a better work life balance in IT sector. To conclude the paper states that employee engagement is an important factor in having a better work life balance. (Sarjue Pandita, 2017)

The research talks about the association between employee engagement and the employee job stratification among the IT professionals in India. The study finds that there is an association relationship between engagement and job stratification. The study also found that employee engagement is influenced in many different manners such as work life environment, company's practices and culture and many more. The paper also tells that if any organizations want their employees to engage, they should create a good work environment, supporting the employees, giving freedom to do their work, and provide opportunity for skill development and flexible working hours and arrangements. (Thakur, 2014)

In this study the authors describe psychological empowerment as the sense of control and capacity to make a difference in one's employment, while psychological contract is defined as the reciprocal expectations and duties that exist between employees and employers. The author gives a suggestion that the IT companies in India should give more attention in developing or making a psychological contract with the employees by making sure that there is a clear communication and no obstruction between them and making sure that the employees promises are fulfilled. It also states that the employees should be given enough freedom so that they can work efficiently which in turn helps the company to grow. (Naman Sharma, 2017)

The authors in the paper or the study identified the factors which caused employee engagement in selected IT (information technologies) firms. The study recognizes several aspects that influence the engagement of employees in the IT industry which were leadership, work environment, training, development, salary and benefits. The authors also tell the importance of proper communication, freedom to work and

involvement in decision making in the engagement of employees and also providing the opportunity for the growth and development of employees can lead to the engagement of employees and which in return would help the organization to grow with the maximum engagement of employees. (Vikas Gautam, 2021)

In this the authors found from various industry that the factors like age, education, and job levels had an important role to play in employee engagement, particularly in aged employees with higher level of education and higher level of job were more engaged in their job than compared to the younger employees with less education level and low level of job. The author concluded by stating that the demographic variables like gender, education, income etc. played an important role in engagement of employees and the organizations should take it seriously and should improve their employee's engagement. The study suggests that the organizations should provide flexible working hours along with an opportunity for their employee training and development and should start recognizing their employees by giving rewards and awards for their contribution towards the organization so that the employee engagement increases in the organization across different demographic groups. (A Marcus, 2017)

The authors states that employee engagement is an important factor in any organizational success as it gives many positive outcomes which include higher productivity level, increasing the profitability in the organizations along with lower employee's turnover ratio (resigning). The paper also states that the factors or variables which are affecting or influencing the employee engagements are leadership, job stratification, work culture, work life balance and career growth. To conclude the paper states that for any organization to become successful the employees of the organization should be completely engaged and it also tells that the organizations should create a positive work environment and invest in leadership development of their employees and provide an opportunity to develop their skill and making sure that there is a balance in work and personal life. (S Sathyanarayana, 2017)

In this paper the authors talk about the associate relationship between the employee motivation along with employee productivity and performance and comes to a conclusion that they have a very strong associate relationship between the variables that are employee motivation and employee performance. The paper states that organizations who give importance to the motivation of the employees such as recognitions, independence to do the job, and giving the employees the opportunity to grow and develop are more likely to have employees who will stay motivated to perform their job. The paper also states that theoretical which can help organizations recognize the drivers of employee motivation and develop strategies to foster a motivated workforce. (Gifty Naa Boafoa Okine, 2021)

The author used regression analysis and states that the performance appraisal is an important factor in employee's performance and productivity. The author also states that in order to have good employee performance and to withstand competition in the market employee motivation to perform the work plays an important role because if there is no motivation no employee will work or perform the work clearly. (Poornima V, 2015)

The authors in this paper examined the associate relationship between job performance and job satisfaction in the IT industry in Bangalore. The study found out that the employees who had higher job satisfaction also had higher level of performance in job in an organization. The study also found that salary, job security and promotions played an important role in job stratification. It also states that the company's should provide proper work environment along with good compensation in order to increase the job performance. (Mrs. Kavitha Dasari, 2018)

The authors talk about the associate relationship between training of an employee and development of an employee programs and employee performance in the job. The study found out that T&D have an encouraging impact on the overall employee performance. The paper also states that employees who all went through training and development had better work performance compared to those employees who did not go through any training and development programs. The study also states that the quality of training and development program is important in improving the job performance. (Md Mobarak Karim, 2019)

The study found out that the leadership has a strong positive impact on overall employee productivity. The research also shows that employees who followed their leaders' transformational leaders were found to be more productive than others. The study found that the impact of leadership on productivity of employees is influenced by several factors, such as job satisfaction, organizational commitment, and work engagement. The author even highlights that the organizations should inspire their leaders to adopt for transformational leadership style to improve the performance of the job, stratification of doing or performing a job, and even increases the work engagement of an employee in an organization. (Roy Setiawan, 2021)

The authors in the study found out that the empowerment of employees had a huge impact on the performance of the employee. The study showed that employees who had the authority performed the work in an excellent manner than employees who did not have any authority. The study also found that the impact of employee empowerment on employee performance is dependent by several factors, such as job satisfaction, organizational commitment, and motivation. In this study the authors provided practical evidences or proof stating that there is a positive impact of employee authorization on performance of employee. The author also states that the organizations should support the employees by taking their

opinion while any decision making, by giving an opportunity for training and development of employees, these methods can help the employee to perform his work with satisfaction of job. (Ipsita Mohapatra, 2018)

The research examines the associate relationship between job stress and employees job performance in job. The research found out that the stress of an employee has a negative impact on the employee job performance. The study tells that organizations should take some measures like flexible hours of working, managing the work load for employees and creating a friendly environment in workplaces to enhance the work performance of employees. (ANU JOSSY JOY, 2018)

The study talks about the consequence of emotional on job performance and focused on the role of gender in the relationship. The research found out that emotional intelligence has a strong and positive impact on performance of job in both male employees and female employees. In case of male employees, the control over emotions were strong than compared to female employees where they had a poor control over their emotions in job performance. (Priyam Dhanial, 2017)

The research found several variables or factors that was influencing the employee performance which included including job satisfaction, organizational culture, leadership style, training and development opportunities, and performance feedback. The authors in the study concluded by stating that organizations should take some measures like creating a good work environment, opportunity for growth and development for effective job performance from the employees. (Anastasios D Diamantidis, 2018)

The study studies the connection between training of employee and performance of the employee in employee performance. The study shows that there is a confident relationship between the training of an employee and performance of an employee. The author stated that training acts a major role in the employee performance and that the organizations should invest huge money in training of their employee so that the performance of the employee is developed. (Dr. Amir Elnaga, 2013)

## **HYPOTHESIS.**

$H_0$ : There is no relationship between employee engagement strategy and employee performance in the IT sector.

$H_1$ : There is a relationship between employee engagement strategy and employee performance in the IT sector.

## METHODOLOGY.

For this research I circulated a questioner in the market particularly to IT market field and got the responses. Taking about the interpreting the data I have used regression analysis to see that whether employee engagement plays an important or vital role in employee engagement.

## DATA ANALYSIS

### “Multiple R square”

Multiple r square means Pearson correlation coefficient.

### “R square”

R square means coefficient of determination, it is simply multiple R square. R squared measures the amount of the variation in your Y variables explained by your X variable for a linear regression.

### “Adjusted R square”

It is the healthier model when you compare model that have many different variables. The reason is, that r square increases when the number of variables increases.

## OUTPUT

SUMMARY OUTPUT	
<i>Regression Statistics</i>	
Multiple R	0.608215873
R Square	0.369926548
Adjusted R Square	0.086393495
Standard Error	1.076724269
Observations	30

Above is the summary of the output which is obtained after running regression analysis test in excel software.



## ANNOVA

ANOVA					
	<i>df</i>	<i>SS</i>	<i>MS</i>	<i>F</i>	<i>Significance F</i>
Regression	9	13.6133	1.512589	1.304703	0.294702571
Residual	20	23.1867	1.159335		
Total	29	36.8			

As you can see the table above which tells that the significance F which is the P value is 0.294702571 which is greater than 0.05

### Criteria for the p value

“If  $P \leq 0.05$  we accept the  $H_0$  and reject  $H_1$ ” “If  $P \geq 0.05$  we accept the  $H_1$  and reject  $H_0$ ” **interpretation**

by taking the P value into consideration we can conclude that Alternate Hypothesis is accepted and the Null Hypothesis is rejected.

## FINDINGS AND CONCLUSION

By looking at the test which was conducted we can come to a statement that there is relationship among the engagement and performance of an employee in IT sector. To increase the employee engagement the employer or the company can follow some practices like

- Making sure that the company or the employer is recognizing the employee for the work which he/she done. The company can recognize the employee by promoting the employee, giving spot incentive and they can also encourage employees by giving them employee of the month award which includes some interesting rewards like paid one day trip or spot cash incentive.
- The employer should make sure that the employee is overall satisfied with his/her job because if the employee is not satisfied with what he/she is doing then there will be no motivation or efforts while doing the job.
- The company should also invest in the training and development programs for the employee because in the field like IT the requirement for training and development is higher because the employee should be up to date with the software which are present in the market so that the engagement of employee can be achieved.
- The company should make sure that the companies or the employer should provide opportunities to collaborate with the colleagues. Doing so the employee can increase his connections in the company which directly impacts on the overall engagement of an employee which is directly leading to performance of the employee.



- The company should make sure that the work load and work schedule is properly allotted and the company or the employer should give enough time to perform a particular job so that there is no stress in employee engagement and performance
- It is very important for the company and the employer that they both should support the employee while he/she performs any job. Supporting employee can be in financial and non-financial support, financial support is providing the right salary for the work, providing medical insurance, giving travelling facility (cab facility) and non-financial support can be doing some stress management activities in the company, making sure that the work environment is properly maintained, making sure that the common area in the organizations is sanitized and many more.

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