

AN INVESTIGATION ON THE EFFECTIVENESS OF EMPLOYEE ENGAGEMENT IN MIND-TREE LTD COMPANY (CHENNAI)

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Abstract— Employee engagement has been emerging as a popular organizational concept in recent years. An engaged employee is the one who is intellectually and emotionally bound with the organization, who feels passionate about its goals and is committed towards its values. This employee goes an extra mile beyond the basic job requirements. On the other hand, disengaged employee are typically uninterested in the job or organization they work for. As a result, the productivity decreases which results in the poor attitude of the employees which will spread like a virus throughout the organization. This paper focuses on several factors which leads to employee engagement and what should the company do to make the employees engaged. However, the study is to find the effectiveness of employee engagement in technical support sector carried out in Mindtree LTD company. For this purpose, existing models were reviewed and analysed to bring out an improved model. The review data of thirteen previous studies were analysed and a hypothetical model is built as a result. The model is validated through real time data collection and analysis. The factors that influence employee engagement are career development, leadership, employee communication, good pay system, equal opportunities and fair treatment, performance appraisal, benefits and compensation, health and safety, job satisfaction and family friendliness. This study has showed a positive relationship between employee engagement and good communication, health and safety and receiving recognition. So, to achieve employee engagement the organization should take efforts to build a good communication channel between employees. Organization should also recognize good works and efforts put by the employees and praise them. They should also concentrate on the health and safety of the employees. Overall, the study concludes that if these factors are taken care of, automatically employee engagement would be high which results in good profits, increased retention, improved quality, higher productivity and revenue growth for the company.

Keywords— Employee Engagement, Engaged employee, Disengaged employee, Career Development, Job Satisfaction, Productivity, Increased Retention

I. INTRODUCTION

Employees who feel connected to the organization work harder, stay longer, and motivate others to do the same. Employee engagement affects every important aspect of the organization, including profitability, revenue, customer experience, employee turnover, and more. Research shows that 92% of business directors believe that engaged employees perform better, boosting the success of the teams and the outcomes of the organizations. There is a lot of information out there about how to progress employee engagement and HR leaders have heard a wide variety of employee engagement descriptions. But what exactly is employee engagement? To truly drive employee engagement in the organization, one first need

to define it and understand what it looks like. Employee engagement is the strength of the internal and emotional connection employees feel towards the work they do, their teams, and their organizations.

A. Levels of employee engagement

Employee engagement measures how employee feel about the organization. Based on their observations of the workplace, employees are classified into four main groups.

1) *Highly engaged employees*: Highly engaged employees hold veritably favourable opinions of their place of work. When employees feel connected to the teams, love their jobs, and have optimistic feelings about the organization, they are going to stay and put in extra struggle to help the organization succeed.

2) *Moderately engaged employees*: Moderately engaged employees see the organization in a relatively favourable light. They like their company but see openings for development. These employees are less likely to ask for extra tasks and may underperform. There is something about their job that holds them back from full engagement.

3) *Slightly engaged employees*: Slightly engaged employees feel indifferent towards their place of employment. They generally lack motivation for their position and will only do as much as they can to get by— sometimes less.

4) *Disengaged employees*: Disengaged employees have a negative opinion about their place of work. They are detached from the mission, goals, and future of their organization. It's important to understand how to handle detached employees so that their negative insights do not impact the productivity of employees around them.

II. OBJECTIVES OF THE STUDY

The objectives of the study are,

- To understand the basic concept of employee engagement.
- To study the perception of employees towards employee engagement.
- To identify the factors that influence employee engagement in multinational companies

III. RESEARCH FRAMEWORK

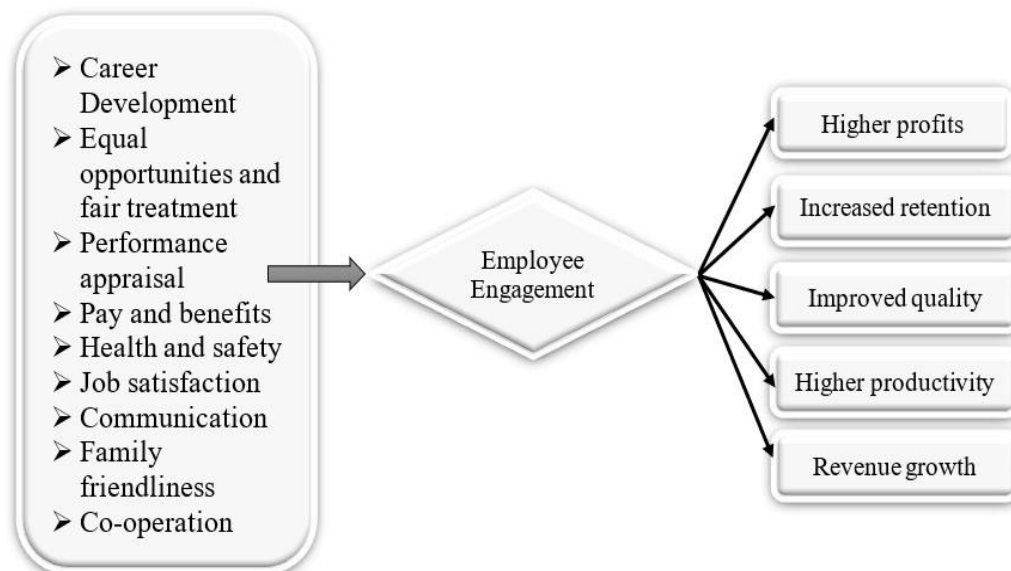


Fig 1: Framework for the study

IV. NEED FOR THE STUDY

High organizational performance is significantly facilitated when employees at all levels, including supervisors, are engaged. Employees who are not engaged do not commit the attention and effort required to perform at their best. Two employees, one engaged and one disengaged, with similar competencies and experience will typically contribute to their organization at very different levels. The engaged employee will invest huge effort in the work to do the best job as much as possible, while the disengaged employee will do the minimum. This vast difference between employees paves the way to this study on the effectiveness of employee engagement.

V. SCOPE OF THE STUDY

As we have seen that employee engagement is nothing but emotionally and positively attached attitude of an employee towards the organization. So, with the help of this project, we will be able to know the effectiveness of engagement of the employees in multinational companies and we can study the means to increase the engagement level in the organization which would definitely be helpful to the employer as well as the employees.

VI. REVIEW OF LITERATURE

From the project thesis and research journals taken for the literature review, the researchers and authors had suggested and identified new concepts. This project took all these contents for this research.

Ngaochai Sungmala, Amara Verawat (2021) The purpose of this study was to investigate the association between employee engagement and individual performance outcomes in large firms in Thailand, which is rapidly growing as an international business hub. This research was directed to determine whether employee engagement forecasts four performance outcomes: growth, achievement, involvement, and customer satisfaction. Two inferences can be drawn from the findings of this study. First, the key to improve employee performance is increasing employee engagement. Second, engagement has influential effects on the achievement of organisational goals and overall development, which indicates that MNCs can progress their competitiveness and profitability by emerging strategies to increase engagement.

Nilesh Arora, Sanjiv Gupta (2020) The objective of this study is to examine the relationship between Total Quality Management and Employee Engagement. The study has been carried out on one of the leading large scale automobile manufacturing organisations in North India. The results proved that these practices have a direct effect on HRM Policies. As the HRM policies get combined with TQM practices, they have a direct influence on Employee Engagement.

Devika Chadha (2018) The study observes the relation between training and growth practices on employee engagement in provision sector across Delhi and NCR regions. The study reveals that there is a positive impact of training, and that more training interventions with integration of latest technology is required for furthering the progression of the employees and their engagement.

Manish Bhalla (2018) The objective of this research paper is to explore the employee engagement from the lenses of individual differences and understanding it as a concept and its drivers that defines business success. The research mainly focuses on MNC-based employees in the region of Delhi. By taking the

engagement pulse of employees periodically throughout the year, HR leaders can develop and implement engagement initiatives that take into account not only employees' present perceptions, but also their past experiences and future expectations. The result says that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour and to help them being productive employees.

Schrita Osborne, Mohamad S. Hammoud (2017) The purpose of this case study was to explore strategies that some communication business leaders use to engage their employees to increase profits. Three themes occurred from the research: (a) rewards and acknowledgement, (b) empowering workers, and (c) building a bond between leaders and workers. The findings specified that implementing successful employee engagement approaches is critical to organizational victory and leaders who board on an employee engagement approach must develop good listening practices, be fair, have and establish respect, build trust, and realize the employees' concerns.

Lalatendu Kesari Jena, Pratishtha Bhattacharyya, Sajeet Pradhan (2017) This article tests the indirect effect of employee voice on employee engagement and affective organizational commitment. The finding of the study reported that every organization starts from a different place and has a unique destination. Thus, it is essential for organizations to identify factors valued by employees and also recognize employees as key stakeholders of the organization in order to achieve organizational excellence.

Seyed Abdorreza Payambarpour, Lai Wan Hooi (2015) The paper studies the impact of talent management on organisational performance in multinational corporations through applying management development and strategic HR inputs, and to estimate the mediating role of employee engagement in the strategic Human Resource inputs and organisational performance relationship. The result shows a positive relationship between employee engagement and organisational performance. The paper emphasises the status of engagement as a intermediary of the relationship between tactical HR and organisational performance in the talent management background.

Bhavani SA, Sharavan and Arpitha (2015) This study is conducted at Automotive Axles ltd to understand the extent of employee engagement in the organization. The findings from the survey are induction program for new recruits may be made mandatory so they can get to know about internal and external company policies and can engage in work effectively and efficiently. There should be growth in motivational program so that it rises enthusiasm and acknowledgement of the employees. There are employees who do not feel cherished and involved in the job. The reason for such situation must be identified. This will help to increase engagement. A simple yet effective measure is to congratulate good work. It nurtures better relationship. Any respectable work, big or small must be recognized.

AbdulQuddus Mohammed (2015) This paper tries to present the association between talent management and employee engagement, retention, value addition and improved organizational performance. The study reveals that it is talent management that enables the organization in improving employee engagement, commitment, retention, value addition that is leading to improved organizational performance. HR departments first must focus on assessing the skills the organization requires to implement the recruitment and training strategies. Secondly talent management strategy must be aligned with the organizational strategic choice.

Ahmed U, Phulpoto W, Umrani WA and Abbas SI (2015) This paper proposes motivations to explore employee training in depth to understand how its key components like assessment, design, trainer, transport, and evaluation can suggestively contribute towards employee engagement. It can be concluded that employee training can significantly enhance post-training employee engagement. The idea that suggests that employee training can be a potential component to enhance the psychological wellbeing of employees at work through fostering employee engagement.

N P Myilswamy, Dr. R Gayatri (2014) Research has consistently shown that employee engagement is powerfully linked to a range of organizational success factors. The employee engagement is a key professional driver for organizational success. The cost of higher employee engagement will result in greater organizational effectiveness. It is employee engagement which drives effectiveness in an organization by improving retention, customer faithfulness, productivity, safety and eventually, profitability. Engaged employees care about the organization and toil to contribute towards its success. They are expected to work better, faster and more safe.

Bindiya Sandip Soni (2013) This paper identifies the key drivers of 'Employee Engagement', how to handle disengaged employees and modern 'Employee Engagement' practices in corporate. The result says that an organization should recognize employees, more than any other variable, as powerful contributors to a company's competitive position. So, employee engagement should be a continuous process of learning, improvement, measurement and action. It concludes saying that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

Swati Chaurasia and Archana Shukla (2013) This paper aims to launch the relationship between leader member exchange association and work role performance through the energetic process of employee engagement. The study summaries why and how leadership is vital for employee engagement and current work role performance. Adopting a survey-based research design, a sample of 198 Indian working managers at different levels including various sectors has supported the hypotheses that employee engagement mediates the relations between LMX and work role performance. The results also recommend that high quality relationship of employees with their leaders is completely related to employee engagement and their work role performance.

VII. RESEARCH METHODOLOGY

A. *Research Design*

A research design is to represent a way how to approach our research or research condition for collection and analysis of the data to combine relevance to the research purpose. The research design is the theoretical structure with in which the research is conducted. It creates the outline for the collection, measurement and analysis of the data.

B. *Type of Study*

1) *Descriptive study*: A descriptive study design is one in which your primary goal is to assess a sample at one specific point in time without trying to make inferences or causal statements. In general, there three primary reasons to conduct descriptive studies:

- a. To identify areas for further research.
- b. To help in planning resource allocation.
- c. To provide informal information about a condition or disease.

C. *Sampling Design*

1) *Sample Size*: The sample size taken from the employees of the mind-tree ltd company which covers a specific technical sector in Chennai. The total sample size for the main study is 125. The valuable responses from employees are 125 respectively through questionnaire.

2) *Sampling Technique*: In this study convenience sampling technique has been used. Convenience sampling is a statistical technique to collect data from subjects that are easily accessible. In other words, the sample is chosen based on accessibility and not according to more intricate screening procedures. The process or technique is known as Convenience Sampling.

3) *Survey Design*: For the proposed study, structured questionnaire was used as a research instrument. A structured questionnaire was organized based on the objectives of the study. Then the questionnaire was given to employees and then the data was collected by survey method using Google forms.

D. *Data Collection Method*

1) *Source of Data*: The data was collected from both primary and secondary data.

- a. *Primary Data*: The primary data are those which are collected for the first time and thus happens to be original in character. The primary data was collected through the structured questionnaire from the employees of the Mind-Tree ltd company. In this study, the primary data is collected through a structured questionnaire.
- b. *Secondary Data*: Various secondary information sources used for the present research include the journals, magazines and websites.

2) *Questionnaire Design*: The structured questionnaire was used to collect the data from the respondents and close ended questions were used to collect data.

E. *Statistical tools*

For the purpose of analysis and interpretation, the data collected from the questionnaires were taken into consideration and analysed using the following.

1) *Reliability test*: Reliability check was done to check the reliability of the questionnaire. Cronbach's alpha value is 0.927 which means the questionnaire is highly reliable. So, the same questionnaire was taken to proceed with the further analysis.

2) *Chi-Square test*: The Chi-square test is intended to test how likely it is that an observed distribution is due to chance. It is also called a "goodness of fit" statistic, as it measures how well the detected distribution of data fits with the distribution that is anticipated if the variables are independent. The Chi-Square Test is the broadly used non-parametric statistical tool that describes the magnitude of discrepancy between the observed data and the expected data to be obtained with a specific hypothesis. The following formula is used to calculate Chi-square,

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

Where:

χ^2 = Chi Square obtained
 \sum = the sum of
 O = observed score
 E = expected score

3) *Correlation analysis*: Correlation is a statistical measure that indicates the extent to which two or more variables fluctuate together.

- A positive correlation indicates the extent to which those variable increase or decrease in parallel.
- A negative correlation indicates the extent to which one variable increase as the other decreases.

$$r_{xy} = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

F. Limitations of the study

- Limited period of time that is only two months was taken for the study.
- The sample size is reasonably less. The study focused only on 125 respondents.
- The data relies on the information provided by the employees.

VIII. DATA ANALYSIS AND INTERPRETATION

A. Chi-square test

- Null hypothesis (H0)*: There is no significant relationship between age and employee engagement.

Alternative hypothesis (H1): There is significant relationship between age and employee engagement.

Table Name: Age vs Employee Engagement

		Employee Engagement			Total
		Yes	No	May be	
Age	Below 25 years	36	3	14	53
	25 - 35 years	26	9	16	51
	35 - 55 years	5	2	14	21
Total		67	14	44	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	16.250 ^a	4	.003
Likelihood Ratio	15.933	4	.003
Linear-by-Linear Association	11.129	1	.001
N of Valid Cases	125		

a. 1 cells (11.1%) have expected count less than 5. The minimum expected count is 2.35.

Interpretation: It is inferred that calculated value 16.250 is greater than the table value 9.487. Hence H1 is accepted.

Inference: There is a significant relationship between age and employee engagement.

- Null hypothesis (H0)*: There is no significant relationship between income and employee engagement.

Alternative hypothesis (H1): There is significant relationship between income and employee engagement.

Table Name: Income vs Employee Engagement

		Employee Engagement			Total
		Yes	No	May be	
Income	Below 10k	1	0	0	1
	10k to 30k	45	0	9	54
	30k to 50k	42	0	22	64
	Above 50k	5	1	0	6
Total		93	1	31	125

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	26.770 ^a	6	.000
Likelihood Ratio	14.673	6	.023
Linear-by-Linear Association	2.032	1	.154
N of Valid Cases	125		

a. 8 cells (66.7%) have expected count less than 5. The minimum expected count is .01.

Interpretation: It is inferred that the calculated value is 26.770 is greater than the table value is 12.591. Hence H1 is accepted.

Inference: There is significant relationship between income and employee engagement.

B. Correlation analysis

1) *Null hypothesis (H0):* There is no significant relationship between recognition and employee engagement.

Alternative hypothesis (H1): There is significant relationship between recognition and employee engagement.

Table Name: Recognition vs Employee engagement

Correlations

		Employee Engagement	Recognition
Employee Engagement	Pearson Correlation	1	.223 [*]
	Sig. (2-tailed)		.012
	N	125	125
Receiving recognition	Pearson Correlation	.223 [*]	1
	Sig. (2-tailed)	.012	
	N	125	125

*. Correlation is significant at the 0.05 level (2-tailed).

Interpretation: It is inferred that significance value 0.012 is less than critical value 0.05. Hence H_0 is rejected. This shows that there is a significant relationship between receiving recognition and employee engagement.

Inference: There is a significant relationship between receiving recognition and employee engagement.

- 2) *Null hypothesis (H_0):* There is no significant relationship between employee engagement and health and safety. *Alternative hypothesis (H_1):* There is significant relationship between employee engagement and health and safety.

Table Name: Employee Engagement vs Health and safety

Correlations			
		Employee Engagement	Health and safety
Employee Engagement	Pearson Correlation	1	.203*
	Sig. (2-tailed)		.023
	N	125	125
Health and safety	Pearson Correlation	.203*	1
	Sig. (2-tailed)	.023	
	N	125	125

*. Correlation is significant at the 0.05 level (2-tailed).

Interpretation: It is inferred that significance value 0.023 is less than critical value 0.05. Hence H_0 is rejected. This shows that there is a significant relationship between employee engagement and health and safety.

Inference: There is a significant relationship between employee engagement and health and safety.

- 3) *Null hypothesis (H_0):* There is no significant relationship between employee engagement and good communication.

Alternative hypothesis (H_1): There is significant relationship between employee engagement and good communication.

Table Name: Employee engagement vs good communication

Correlations

		Employee Engagement	Good communication
Employee Engagement	Pearson Correlation	1	.247**
	Sig. (2-tailed)		.006
	N	125	125
Good Communication	Pearson Correlation	.247**	1
	Sig. (2-tailed)	.006	
	N	125	125

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

Interpretation: It is inferred that the significance value 0.006 is less than the critical value 0.01. Hence H0 is rejected. This shows that there is a significant relationship between employee engagement and good communication.

Inference: There is a significant relationship between employee engagement and good communication.

IX. FINDINGS FROM THE STUDY

A. Chi-square test

- 1) There is a significant relationship between age and employee engagement.
- 2) There is a significant relationship between income and employee engagement.

B. Correlation analysis

- 1) There is a significant relationship between recognition and employee engagement.
- 2) There is a significant relationship between employee engagement and health and safety.
- 3) There is a significant relationship between employee engagement and good communication.

X. RECOMMENDATIONS AND SUGGESTIONS

- A. This research considers only limited variables which affect the employee engagement.
- B. Future research could add some other variables that affect employee engagement like organization climate and leadership in the organization.
- C. To get more accurate results more questions and more respondents should be included.
- D. Future research should enlarge diversity of data by adding respondents from other sectors also which will make significant contribution to the results.
- E. This paper tries to provide some useful perception in determining the components and dimensions of employee engagement and investigate its factors in the multinational companies.
- F. Based on the literature reviews, the researchers highlighted as well as discussed, the important elements contributing to employee engagement at workplace and improved employee's job performance.
- G. The process by which we expect engagement to happen needs to be fully understood so that managers can have strategies or manage other issues to enable full employee engagement.
- H. Correct employee management strategies drive and improve employee job performance.

- I. Supervisor providing feedback and guidance, help employee on what is expected of them, have clear understanding of where the employee supervised is heading, and acknowledges employee improvement in their works are important qualities the leader needs to have.
- J. Engaged employee through freely sharing their ideas, feelings, hopes and difficulties faced at workplace, listen to difficulties of other employees, and react constructively to the employee needs are the constructive ways that can enhance employee engagement.
- K. A workplace that makes employee proud to work there and giving the feeling of happiness to work there are important in creating employee job satisfaction.
- L. This will also encourage employees to recommend others to work there.
- M. Employee participation, work immensely, difficult to detach from their job and happy working for the company are good sign of job satisfaction.

XI. CONCLUSION

The factors that influence employee engagement are career development, leadership, employee communication, good pay system, equal opportunities and fair treatment, performance appraisal, benefits and compensation, health and safety, job satisfaction and family friendliness. This study has showed a positive relationship between employee engagement and good communication, health and safety and receiving recognition. So, to achieve employee engagement the organization should take efforts to build a good communication channel between employees. Organization should also recognize good works and efforts put by the employees and praise them. They should also concentrate on the health and safety of the employees. Overall, the study concludes that if these factors are taken care of then automatically employee engagement would be high which results in good profits, increased retention, improved quality, higher productivity and revenue growth for the company.

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