Exploring Employee Engagement and Work Relationship Dynamics in Chennai's it Sector a Quantitative Analysis

[1]Dr. Jenifer Angelen S

Assistant Professor, Department of Corporate Secretaryship,

Patrician College of Arts and Science, Chennai.

[2]Dr.Ayisha Jothi T

Assistant Professor, Department of Corporate Secretaryship,

Patrician College of Arts and Science, Chennai.

Abstract

This study aims to understand the factors influencing employee engagement and assesses the relationship between experience levels and their views on work-related aspects within the IT sector. With globalization amplifying talent mobility, the study delves into the competitive landscape of the IT industry, emphasizing the significance of specialized skills and training for job roles.

The study gathers opinions from IT industry employees to identify the factors impacting their engagement levels. A survey of 82 respondents, employing a descriptive research design and convenient sampling technique, was conducted. Findings reveal high endorsement of performance-enhancing practices within organizations, notably in areas such as information and communication, training, motivation, recognition, learning and development, and autonomy in decision-making. Among the noteworthy discoveries, respondents attribute the significance of the nature of the job and supportive supervisors as major facilitating factors. Concerns about infrastructure and workload emerge as prominent limiting factors influencing employee engagement. Moreover, the study employs an ANOVA to explore mean differences between respondents' experience levels concerning their perceptions of work relationship factors. The results indicate significant variations among experience levels in their views on relationships with co-workers and superiors within the IT sector.

Keywords: Employees, Employee Engagement, Data, Organisation, Respondents, Work relationship, Job satisfaction

INTRODUCTIONS

In the era of Globalization, effectively managing talent stands as a critical priority and a significant challenge for any corporate Human Resource department. Ensuring the right individuals occupy pivotal roles at the right moments holds strategic importance. The abilities of individual employees remain a crucial factor for maintaining a competitive edge.

Engagement fundamentally revolves around an employee's dedication, enthusiasm for the organization, their role, and their drive to contribute toward achieving the organization's objectives, often going above and beyond. It's more than a mere transaction; i t's deeply rooted in emotions, behaviors, and relationships, creating a strong connection between the employee and the organization. Engaged employees take pride in their work and the organization, often becoming advocates who willingly promote the organization, its products, and services to others.

It's crucial to note that these perceptions should align both with the organization and the individual's job. One might feel engaged by their work but not by the organization, leading to significant contributions but harboring a readiness to explore other opportunities. Conversely, one might feel engaged by the organization but not the work, resulting in expressive praise without equivalent performance. Satisfaction, commitment, pride, and advocacy toward both the work and the organization constitute the fundamental elements of engagement. Emotional attachment denotes a strong emotional connection with the organization, where the employee sees their work and goals as personal. Passion indicates complete dedication, where they exclusively speak and breathe about the work and the company. Personal belief lies in the confidence that their contributions matter significantly to the organization's success. Lastly, employee commitment involves the time and energy invested in the work, while work relationships encompass the warm and amicable interpersonal connections within the organization.

OBJECTIVE OF THE STUDY

• The main objective of the study is to understand the factors influencing Employee Engagement in IT Sectors.

• To examine the experience level of respondents and their perception towards work-related factors in IT Sectors.

LITERATURE REVIEW

Tavakol Sharafi et al (2012) conducted studies revealing that employees' family dynamics can significantly impact their work performance. Additionally, an employee's experience of family-to-work conflict (FWC) can influence a colleague's intention to leave the company. The impact of an employee's FWC on a coworker's intent to leave is mediated by both positive and negative work influences. Analyzing 154 pairs of coworkers, the research highlighted that an employee's FWC correlated positively with a coworker's intent to leave through decreased work engagement. The findings emphasized how family challenges experienced by one employee affect others at work. Moreover, the study identified a direct link between an employee's job engagement and their coworker's, displaying a negative association between coworker turnover intention and an employee's FWC, albeit not entirely through reduced engagement.

This study illuminated that family-to-work effects aren't confined to individual employees but can cross over and affect their coworkers. It suggested the possibility of job engagement crossing over between employees but lacked conclusive evidence. In a separate study by G. Ajay Kumar* and Dr. M. Srinivasa Reddy* (2016), the focus was on employees' perceptions of various retention strategies in software companies. They identified six retention strategies: Management/Organizational Strategies, Orientation Strategies, Communication Effectiveness Strategies, Reward and Recognition Strategies, Employee Benefit Strategies, and Employees' Ideas and Suggestion Strategies. Employees rated their agreement with these strategies on a 5-point Likert scale, with higher scores indicating stronger agreement. The study highlighted that among the retention strategies, employees showed higher agreement levels, especially regarding effective communication strategies.

When segmenting employees by gender, both male and female employees displayed higher agreement levels for communication strategies compared to other retention strategies. However, despite this, there wasn't a significant difference in the agreement levels between male and female employees for these strategies. The study suggested that organizations could emphasize Rewards & Recognition strategies to fortify their employee retention policies. Moreover, prioritizing Employee Orientation strategies could aid in familiarizing employees with the organization's culture and technology. Finally, encouraging and implementing Employee Ideas and Suggestions could foster innovation and a sense of belongingness among employees, ultimately contributing to better employee retention.

RESEARCH METHODOLOGY

This research aimed to explore employee engagement practices within Chennai's IT sectors. The study adopts a purely descriptive approach and utilized a convenient sampling technique, surveying a sample of 82 respondents. Primary data collection employed a structured questionnaire using a 5-point scale ranging from "Strongly Agree" to "Strongly Disagree," with corresponding numerical values: SA-1, A-2, N-3, D-4, SD-5.

Additionally, the research gathered secondary data from previous studies, journals, and websites to supplement the primary findings and provide a comprehensive understanding of employee engagement practices in this context.

DATA ANALYSIS AND INTERPRETATION

The collected data are tabulated and analyzed as follows

Table - I

Factors	SA	A	N	D	SDA	Total
Work stress of the employees	32	26	22	12	9	100
Quality of work life	27	29	22	17	5	100
Job nature of the employees	38	27	22	10	4	100
Supportive coworkers	46	23	15	11	5	100
Work load of the employees	39	30	20	9	2	100

Source: Computed Data in Percentage

From the above table it is found that 32% of respondents strongly agreed and 26% agreed that work stress significantly hampers employee engagement. Meanwhile, 22% remained neutral, 12% disagreed, and 9% strongly disagreed with this notion. 29% agreed, and 27% strongly agreed that the quality of work life is a substantial limiting factor for employee engagement. About 22% remained neutral, while 17% disagreed, and 5% strongly disagreed.

The data also revealed that 38% strongly agreed and 27% agreed that the nature of the job significantly influences employee engagement. Around 22% maintained a neutral stance, 10% disagreed, and 4% strongly disagreed with this statement. 46% strongly agreed, and 23% agreed that coworker support greatly facilitates employee engagement. Additionally, 15% stayed neutral, 11% disagreed, and 5% strongly disagreed.

Lastly, 39% strongly agreed, and 30% agreed that workload serves as a major limiting factor in employee engagement. Approximately 20% remained neutral, while 9% disagreed, and 2% strongly disagreed with this statement.

Mean differences between the Experiences level of respondents and their perception towards work relationship factors in IT Sector

The ANOVA serves to detect differences in mean values across multiple groups. Typically, it's utilized to identify variations in mean values among more than two groups.

The null hypothesis, HO, states: "There is no significant difference in the perception of work relationship factors in the software industry based on respondents' experience levels." To test this null hypothesis, the F-test is employed, and the results are detailed in the subsequent table.

Table - II

Factors	Below 2 Years	2 - 5 Years	Above 5 Years	F	Sig.
Relationship with Co-workers	2.76[a]	2.99 [a]	3.48 [b]	38.891	0.000
Relationship with Superiors	2.81 [a]	3.05 [a]	3.75 [b]	47.796	0.000

Source: Computed Data

Note: * denotes significant level at 5% 'a' denotes subset 1, & 'b' denotes subset 2

The table suggests that as the p-value is below 0.05, the null hypothesis is rejected at a 5% significance level regarding perceptions of work relationship factors within the IT sector. Consequently, a notable mean difference is evident among respondents of various experience levels concerning their views on "Relationship with Co-workers" and "Relationship with Superiors."

FINDINGS OF THE STUDY

The analysis of responses from various IT sector companies in Chennai yielded significant findings:

- High performance work practices received notable agreement from respondents: 90% towards information and communication, 88% towards training, 83% towards motivation factors, 80% towards recognition and praise, 79% towards learning and development, and 75% towards autonomy in decision-making.

- The second prominent discovery pertains to major facilitating factors, with 42% of respondents agreeing on the significance of the nature of the job, and 37% acknowledging the role of supportive supervisors.

- In terms of major limiting factors, 38% of respondents highlighted concerns about infrastructure, while 34% expressed issues regarding workload.

CONCLUSION

Interpersonal connections at work significantly impact employee engagement, with gender differences suggesting that male employees tend to forge stronger work relationships. Typically, female employees maintain a more reserved demeanor despite collaborating with male counterparts. Strong work relationships correlate with heightened job productivity, and seasoned employees often exhibit greater interaction with coworkers and superiors due to their long-standing commitment to the workplace. Within the IT sector, employees are known for fostering positive relationships with their coworkers and superiors. This conducive environment contributes to higher engagement levels and a greater sense of motivation among individuals working in this industry.

REFERENCES

1. Infanta, Dr.A.Vini and C, Kalaiarasan, Impacts of Work from Home Among Employees During Lockdown (with Special Reference to Chennai District) (March 12, 2021). Turkish Online Journal of Qualitative Inquiry Volume 12, Issue 8 July, 2021: 6469 – 6476

2. Thenmozhi, S., Kalaiarasan, C., Nirmala, E., & Bhuvaneswari, K. (2021). The relationship between green human resource management activities and corporate commitment: An overview. Turkish Journal of Computer and Mathematics Education, 12(11), 5828-5834.

3. William H. Macey and Benjamin Schneider delve into "The Meaning of Employee Engagement" in their 2008 article within Industrial and Organizational Psychology, Volume 1, spanning pages 3- 30.

4. G. Ajay Kumar* and Dr. M. Srinivasa Reddy* discuss "Employee Retention Strategies in the Indian Software Industry" in their paper published in the International Journal of Core Engineering & Management (IJCEM), Volume 2, Issue 12, March 2016, covering pages 14-24.

5. Karanges et al. conducted a pilot study titled "The Influence of Internal Communication on Employee Engagement," published in the Public Relations Review in 2015, Volume 41, Issue 1, pages 129-131.

6. Maniam Kaliannan and Samuel Narh Adjovu explore "Effective Employee Engagement and Organizational Success" in their article published in Procedia-Social & Behavioral Sciences by Elsevier Ltd in 2015, Volume 172, pages 161-168.

7. Sakes and Rotman delve into "Antecedents and Consequences of Employee Engagement" in their 2006 work published in the Journal of Managerial Psychology, Volume 21, pages 600-618, authored by JL Rotman.

8. S. Biswas and J. Bhatnagar investigate "Mediator Analysis of Employee Engagement" in their 2013 research published in the Vikalpa journal, Volume 38(1), spanning pages 27-40, focusing on the role of perceived organizational support, PO fit, organizational commitment, and job satisfaction.

9. Sharma Baldev R. & Raina Anupama explore the "Determinants of Employee Engagement in a Private Sector Organization" in their study published in Advances in Management, Volume 3(10), in 2010.

10. Tavakol Sharafi* and Zohreh Dehdashti Shahrokh examine "The Relationship Between Family- to-Work Conflict of Employee and Co-workers' Turnover Intention" in their article published in Management Science Letters in 2012, spanning pages 1-10.