

Research Article

Employee Engagement, Fatigue and Happiness in IT Sector in India

N. Indhira and N. Shani

Department of Management Studies, Akshaya Institute of Management Studies, Premeiur Nagar,
Othakalmandapam, Coimbatore 641 032, India

Abstract: Employee engagement has emerged as one of the most important topics in the sphere of human resource management. It stands for the extent to which the employees are committed to the vision, mission and goals of the organization and involved with the work they do. The aim is to assess the main factors encouraging or preventing employee engagement, create fatigue and happiness in ITES employees. The first phase will be a survey was conducted in 10 IT companies and sample Size is 800, using a structured questionnaire. Focus group interview discussion will be based on reasons for attrition and the unique problems of employee engagement, the happiness of ITES employees. Exit interview data will be analyzed using percentage analysis, factor analysis and content analysis using statistical tool SPSS.

Keywords: Cognitive judgment, employee engagement, extraneous variables

INTRODUCTION

Employee engagement is one of those often talked about but rarely understood concepts. Every employer knows that a happy and fulfilled employee is a more productive one, but to attract and retain the best talent for a business involves engaging employees in the long term. Engagement is about respect going both up, down and across a business, transparency throughout and alignment of HR and management policies to business culture and objectives. When all this is done well, employees will be doing the right job for all the right reasons and the business benefits will be tangible (Gupta and Kumar, 2013).

In recent years, there has been a great deal of interest in employee engagement. Many have claimed that employee engagement predicts employee outcomes, organizational success and financial performance. At the same time, it has been reported that employee engagement is on the decline and there is a deepening disengagement among employees today. It has even been reported that the majority of workers today, roughly half of all Americans in the workforce, are not fully engaged or they are disengaged leading to what has been referred to as an “engagement gap” that is costing US businesses \$300 billion a year in lost productivity (Saks, 2006).

Engagement also differs from job involvement. According to some past literature, job involvement is the result of a cognitive judgment about the need satisfying abilities of the job and is tied to one’s self-image. Engagement has to do with how individuals

employ themselves in the performance of their job. Furthermore, engagement involves the active use of emotions and behaviors in addition to cognitions. Some past literature suggests that “engagement may be thought of as an originator to job involvement in that individuals who experience deep engagement in their roles should come to identify with their jobs.” (Bates, 2004).

Some literatures revealed that the employee engagement-job satisfaction relationship to be negative in the India sample, but this relationship was found otherwise in some other high power distance country samples. On the other hand, some literature provided support for variation in empowerment effects on job satisfaction and the intention to comply with customer requests being a function of power distance, after controlling some extraneous variables. Also, employee engagement’s effect on organizational commitment shows inconclusive results. It has been found that some of the sub-dimensions of employee engagement were positively correlated to organizational commitment, but others were negatively or not correlated to organizational commitment in their India and Taiwan samples, respectively. It is important that this uncertainty be explored further because of the growing economic importance of China (a high power distance country, as noted above) and the number of Western managers entering China with possibly misplaced ideas about employee engagement (Chen *et al.*, 2012).

Although some studies have investigated the effect of employee engagement on job satisfaction and

Corresponding Author: N. Indhira, Department of Management Studies, Akshaya Institute of Management Studies, Premeiur Nagar, Othakalmandapam, Coimbatore 641 032, India

This work is licensed under a Creative Commons Attribution 4.0 International License (URL: <http://creativecommons.org/licenses/by/4.0/>).

performance in such a high power distance cultural context, the empirical evidence about differences between employee engagement effectiveness in high power distance countries and low power distance countries is inconclusive. For instance, some literature found a significant negative employee engagement-job satisfaction relationship in an Indian sample, while positive results were found in Mexican and Polish samples (these two countries are high on the power distance dimension and all three samples were conducted across industries). Some research has also revealed positive results in both high and low power distance contexts, but the effects of employee engagement were weaker in their Chinese frontline hotel workers sample. Some might accept employee engagement as a way to motivate and utilize human resources, but others might find employee engagement too difficult to work with because of their traditional norms of high power distance between management and employees. In brief, while study in the West has consistently shown positive effects of employee engagement on outcomes such as job satisfaction, turnover intention and creativity to drive better performance, the inconsistent findings in the East seem not to fit in.

Organizational commitment has been studied extensively during the past three decades. Studies have found strong positive relationships between organizational commitment and desirable work outcomes such as performance, adaptability and job satisfaction. Other studies have also found negative relationships between organizational commitment and potentially costly work outcomes such as absenteeism and turnover. Some literature stated that organizational commitment to be a better predictor of turnover than job satisfaction (Rowden, 2000).

Researchers have argued that new realities of the current economy, among which changes in psychological contracts and in the nature of the workforce together with a diminished sense of job security, require a further re-examination of the organizational commitment concept, as commitment cannot be viewed in the same way as it was when employees could expect to spend their entire career with a single company. While under the transactional contract, workers exchanged loyalty and commitment for job security, under the relational contract, workers exchange performance for continuous learning, marketability and future employability. It has been noted that organizational commitment is losing relevance, in the favor of career commitment and job satisfaction, as individuals pursue more emotionally satisfying lives through the discover of their vocatus. As organizations can no longer promise life-time employment and individuals increasingly experience inter-organizational mobility, is organizational commitment no longer related to new career orientations?

“Happiness” is a subjective experience: people are happy to the extent that they believe themselves to be happy. Scholars tend to treat “happiness” as PWB, a three dimensional construct which includes the life satisfaction, the presence of positive emotional experiences and absence of negative emotional experiences components. There are five factors of happiness in the workplace which are:

- Job inspiration
- Organization’s shared value
- Relationship
- Quality of work life
- Leadership (Diener, 2000)

In the globalized world, organizations face intense competition. Economic, political, social and technological changes in the world force organizations to adapt and improve themselves all the time. Personnel are important resources for the success of an organization. They need to be knowledgeable and skilful; they need to have a good attitude and be responsible for the organization; they need to be enthusiastic, change-resistant, able to work with others and happy at work. Happiness at work results in good attitude towards the organization, which in turn leads to efficiency and organizational goals. This is the ultimate benefit an organization could obtain (Bates, 2004; Humborstad and Perry, 2011).

The present study is to find the factors of employee engagement, fatigue and happiness in IT sector in the context of Indian IT industry. This study addresses concerns about that lack of academic research on employee engagement in IT sector of India.

IT and ITes industry in India: Information Technology (IT) industry in India has played a key role in putting India on the global map. IT industry in India has been one of the most significant growth contributors to the Indian economy. The industry has played a significant role in transforming India’s image from a slow moving bureaucratic economy to a land of innovative entrepreneurs and a global player in providing world class technology solutions and business services. The industry has helped India transform from a rural and agriculture-based economy to a knowledge based economy.

Information Technology has made possible information access at gigabit speeds. It has made a tremendous impact on the lives of millions of people who are poor, marginalized and living in rural and far flung topographies. The internet has made revolutionary changes with possibilities of e-government measures like e-health, e-education, e-agriculture, etc. Today, whether it's filing Income Tax returns or applying for passports online or railway e-ticketing, it just needs few clicks of the mouse. India’s

IT potential is on a steady march towards global competitiveness, improving defense capabilities and meeting up energy and environmental challenges amongst others.

Market size: India's IT-Business Process Outsourcing (BPO) industry revenue is expected to cross US\$ 225 billion mark by 2020, according to a Confederation of Indian Industry (CII) report, titled 'The SMAC Code-Embracing New Technologies for Future Business'. India is expected to become world's second-largest online community after China with 213 million internet users by December 2013 and 243 million by June 2014, according to a report by Internet and Mobile Association of India (IAMAI) and IMRB International. Technology firms in India are expected to reap the benefits of Internet of Things (IoT) data, considered to be a US\$ 18 billion opportunity, to help clients improve productivity and asset utilization as well as to enhance end-customer experience, as per networking firm Cisco.

India's total IT industry's (including hardware) share in the global market stands at 7%; in the IT segment the share is 4% while in the ITeS space the share is 2% India's IT and BPO sector exports are expected to grow by 12-14% in FY14 to touch US\$ 84 billion-US\$ 87 billion, according to Nasscom. Moreover, India plans to spend around US\$ 3.9 billion on cloud services during 2013-2017, of which US\$ 1.7 billion will be spent on Software-as-a-Service (SaaS), according the latest outlook of IT research and advisory company, Gartner Inc. The enterprise software market in India is expected to reach US\$ 3.92 billion in 2013, registering a growth of 13.9% over 2012 revenue of US\$ 3.45 billion, according to Gartner.

Employee engagement has become a hot topic in recent years among IT firms. However, employee engagement has rarely been studied in the academic literature and relatively little is known about its antecedents and consequences. This study discusses how best to encourage employee engagement from before a career even begins, right until it ends, including how to combine the latest techniques and technology with fundamental HR processes to keep employees engaged and motivated. The key thing to remember is that even if an employee in whom a business has invested chooses to move on to another company, they might still remain important in their next role as a partner or customer. Employee engagement must truly, therefore, be an end-to-end practice for your business.

LITERATURE REVIEW

Doherty (2010) has discussed about employee engagement, attraction and retention, by demonstrating how fundamental Human Resources (HR) processes can be effectively combined with new technologies to

make employee engagement an end-to-end practice. Employers know that happy and fulfilled employees are more productive, but attracting and retaining the best talent for a business involves engaging employees in the long term. This study has also discussed a range of tactics to help ensure engagement, such as regular appraisals, use of social networking and the efficient recording of employee performance and interests, to best optimize the talent management process. The research paper has also demonstrated how best to engage employees from before a career even begins, right up until it ends. It offers guidance on using the latest techniques and technology to keep employees engaged and motivated. Threading through the study is the knowledge that even if an employee moves to another company, you may still hold a relationship with them as partners or customers. Employee engagement must therefore be an end-to-end practice and this study will help show how to make that a reality.

Bhatnagar (2007) has investigated talent management and its relationship to levels of employee engagement using a mixed method research design. The results were in the expected direction and fulfilled the research aims of the current study. In the first phase low factor loadings indicated low engagement scores at the beginning of the career and at completion of 16 months with the organization. High factor loadings at intermediate stages of employment were indicative of high engagement levels, but the interview data reflected that this may mean higher loyalty, but only for a limited time. In the second phase factor loadings indicated three distinct factors of organizational culture, career planning along with incentives and organizational support. The first two were indicative of high attrition.

Shuck *et al.* (2011) has examined an employee's unique experience of being engaged in their work. Post analysis, three themes emerged: relationship development and attachment to co-workers, workplace climate and opportunities for learning. The findings highlighted the development of relationships in the workplace, the importance of an employee's direct manager and their role in shaping organizational culture and the critical role of learning in an engaged employee's interpretation of their work. Scaffolding and discussion of an emergent model is provided.

Bhatnagar and Sharma (2005) have studied on the empirical analysis of strategic HR roles and organizational learning capability. Line and HR firm performance is further analyzed. The sample size was consisted of 640 managers in India. Standardized questionnaires were used as tools for the managers' perception of the two variables and their link to data collection. Statistical results have indicated that correlation coefficients were most significant and positive for the variables and sub-variables of strategic HR roles and organizational learning capability. Discriminant functional analysis reflected that line and

HR managers differed significantly in their perception of both variables. Stepwise regression analysis indicated that both the variables of strategic HR roles and organizational learning capability predict firm performance.

Humborstad and Perry (2011) have studied the relationship between perceived empowerment practices and Chinese service employee service effort and turnover intention, also examined the mediating role of employee job attitudes in this relationship. To test hypotheses about the relationships above, survey data were collected by a self-administered questionnaire from frontline service workers at six four-and five-star hotels in the Macau Special Administrative Region of China. The final sample of 290 participants rated empowerment practices in their workplace, as well as their job attitudes, service effort and turnover intention. Perceived empowerment practices were measured using items from Hayes' employee employment questionnaire. Employee job attitudes were measured using job satisfaction and organizational commitment. Structural equation modelling was used to examine the hypotheses. Statistically significant results were obtained for a full mediating effect of job attitudes on the relationship between empowerment practices and turnover intention. However, the relationship between empowerment and Chinese employee service effort was insignificant.

Locke *et al.* (1998, 2000) have tested a model of the relationship between core self-evaluations, intrinsic job characteristics and job satisfaction. Core self-evaluations was assumed to be a broad personality concept manifested in 4 specific traits: self-esteem, generalized self-efficacy, locus of control and low neuroticism. The model hypothesized that both subjective (perceived) job characteristics and job complexity mediate the relationship between core self-evaluations and job satisfaction. Two studies were conducted to test the model. Results from Study 1 supported the hypothesized model but also suggested that alternative models fit the data well. Results from Study 2 revealed that core self-evaluations measured in childhood and in early adulthood were linked to job satisfaction measured in middle adulthood. Furthermore, in Study 2 job complexity mediated part of the relationship between both assessments of core self-evaluations and job satisfaction.

Uppal (2005) investigated the relation between disability, workplace characteristics and job satisfaction. The study uses nationally representative Canadian data and attempts to account for the low levels of job satisfaction among Canadians with disabilities. The results show that when certain workplace characteristics are introduced into the model, individuals with a mobility disability are no longer likely to be less satisfied as compared to individuals without disabilities. However, the negative effect for certain other types of disabilities remains, though the

magnitude decreases. It is concluded that absence of assistive technology or employer accommodations might be the reason for the remaining satisfaction difference between those with disabilities and the able-bodied. The study has also added to the existing literature on job satisfaction by studying the relationship between disability, workplace characteristics and job satisfaction.

Enache *et al.* (2013) have analyzed the relation between the underlying dimensions of protean (self-direction and values driven) and boundary less (boundary less mind-set and Organizational Mobility Preference (OMP)) career attitudes and organizational commitment, within today's unstable and uncertain business scenario. Data were collected from 167 professionals attending graduate and postgraduate distance learning courses. The hypotheses were tested using hierarchical regression analysis. Research results suggest that protean career attitudes contribute significantly to individuals' emotional attachment to their employing organization. Furthermore, OMP was found to be significant in predicting both affective and continuance commitment. First, cross-sectional correlational designs impede conclusive inferences regarding causal relationships among the variables. Second, the use of a sample of professionals attending distance learning business courses could limit the generalizability of the study findings, because the majority of the respondents were homogenous in terms of age and educational background.

Need for the study: Employee engagement involves giving the workforce a sense of participation, freedom and trust. It differs from motivation and job involvement and is something that is felt at three levels: the emotional, the cognitive and the physical. If an employee feels engaged on all of these levels, that is to say they feel they have meaningful relationships with peers and co-workers and are aware of their specific mission and role, they are more likely to produce good work and stay with the company. This is because perceptions of the workplace have been shown to directly influence both the quality of work output and retention and thus firms must seek to create a work experience that is difficult for competitors-and thus poachers-to imitate. So, Employee engagement has emerged as one of the most important topics in the sphere of human resource management. It stands for the extent to which the employees are committed to the vision, mission and goals of the organization and involved with the work they do. The aim is to assess the main factors encouraging or preventing employee engagement, create fatigue and happiness in IT and ITES employees.

METHODOLOGY

It is a detailed outline of how an investigation takes place. A research design is typically included how data is collected, what instruments has been employed, how

the instruments have been used and the intended meaning for analyzing the collected data. The present study is exploratory in character and therefore "Survey method" has been employed. Both primary and secondary data are utilized to study the objectives of this study.

Sources of information: The data are necessary to achieve the objective of the present research work. Data are also helpful to prove the hypothesis that has framed for understanding the objectives. The type and amount of data required for the analysis to fulfill the purpose also outlined by the hypothesis. The data have been collected from primary and secondary sources as per the need of the student.

Primary: These types of data have been generated over and done with of direct interview, observations, structured questionnaire consisting of questions related to factors causing stress and management of stress by the employees. Questions are being implemented by Likert Five Point Scale.

Secondary: Secondary data will be collected from the relevant and related sources of previous records, files, documents and research reports on stress. Journals, books, reports and other published materials will be utilized to collect the secondary data and conduct review of previous researches for the present research study.

RESULT ANALYSIS

After collecting all the data the process of analysis has taken place. To summarize and rearrange the data several interrelated procedures has been performed during the data analysis stage. Cluster Sampling Method has been used for sampling the technique. For quantitative data analysis, statistical tools SPSS has been used for data input and analysis. The statistical results have been presented in graphical form with a detailed description. Statistical tools like Chi-Square, Correlation, One Way ANOVA, Factor Analysis, Simple Percentage Analysis method and other Tabulation and Calculations based on the objectives of the study.

CONCLUSION

The integration of employee engagement and psychological well-being into the construct of full engagement may provide a practically useful approach to improving organizational effectiveness. Study shows that both factors are linked to beneficial organization-level outcomes and it is theoretically quite feasible that the combined effect of both factors is greater than each one alone. Some initial research evidence supports this view and shows that the inclusion of psychological well-being means happiness and fatigue enhances the

relationships between engagement and beneficial outcomes. The proposition that psychological well-being is important in developing sustainable levels of employee engagement also appears to be consistent with theoretical expectations and background research evidence. Individuals with higher levels of psychological well-being behave differently-in ways that would be expected to lead to higher levels of engagement.

Happiness at work is an umbrella concept that includes a large number of constructs ranging from transient moods and emotions to relatively stable attitudes and highly stable individual dispositions at the person level to aggregate attitudes at the unit level. In the workplace, happiness is influenced by both short-lived events and chronic conditions in the task, job and organization. It is also influenced by stable attributes of individuals such as personality, as well as the fit between what the job/organization provides and the individual's expectations, needs and preferences. Understanding these contributors to happiness, together with recent research on volitional actions to improve happiness, offer some potential levels for improving happiness at work.

The importance of helping employees be happy at work may be increasing. There is widespread consensus that employment relationships are changing. Employers and employees are generally more loosely connected. Job security, loyalty and average tenure are lower than in the past. Employer-employee relationships seem to be more contingent on both parties being satisfied with the exchange and continuing to meet each other's. In this environment, happiness at work is likely to be the glue that retains and motivates the high quality employees of the future.

REFERENCES

- Bates, S., 2004. Getting engaged. *HR Mag.*, 49(2): 44-51.
- Bhatnagar, J., 2007. Talent management strategy of employee engagement in Indian ITES employees: Key to retention. *Employee Relat.*, 29(6): 640-663.
- Bhatnagar, J. and A. Sharma, 2005. The Indian perspective of strategic HR roles and organizational learning capability. *Int. J. Hum. Resour. Man.*, 16(9): 1711-1739.
- Chen, Y.H., W.C. Lee and K.W. Tseng, 2012. Differentiation research on employee satisfaction and happiness for European invested and local Chinese companies. *Procedia Soc. Behav. Sci.*, 57: 549-554.
- Diener, E., 2000. Subjective well-being: The science of happiness and a proposal for a national index. *Am. Psychol.*, 55(1): 34-43.
- Doherty, R., 2010. Making employee engagement an end-to-end practice. *Strat. HR Rev.*, 9(3): 32-37.

- Enache, M., J.M. Sallán, P. Simo and V. Fernandez, 2013. Organizational commitment within a contemporary career context. *Int. J. Manpower*, 34(8): 880-898.
- Gupta, V. and S. Kumar, 2013. Impact of performance appraisal justice on employee engagement: A study of Indian professionals. *Employee Relat.*, 35(1): 61-78.
- Humborstad, S.I.W. and C. Perry, 2011. Employee empowerment, job satisfaction and organizational commitment: An in-depth empirical investigation. *Chinese Manage. Stud.*, 5(3): 325-344.
- Locke, E.A., T.A. Judge, C.C. Durham and A.N. Kluger, 1998. Dispositional effects on job and life satisfaction: The role of core evaluations. *J. Appl. Psychol.* 83: 17-34.
- Locke, E.A., T.A. Judge and J.E. Bono, 2000. Personality and job satisfaction: The mediating role of job characteristics. *J. Appl. Psychol.*, 85: 237-249.
- Rowden, R.W., 2000. The relationship between charismatic leadership behaviours and organizational commitment. *Leadership Organ. Dev. J.*, 21(1): 30-35.
- Saks, A.M., 2006. Antecedents and consequences of employee engagement. *J. Manage. Psychol.*, 21(7): 600-619.
- Shuck, M.B., T.S. Rocco and C.A. Albornoz, 2011. Exploring employee engagement from the employee perspective: implications for HRD. *J. Eur. Ind. Train.*, 35 (4): 300-325.
- Uppal, S., 2005. Disability, workplace characteristics and job satisfaction. *Int. J. Manpower*, 26(4): 336-349.