EMERGING EMPLOYEE ENGAGEMENT MODELS FOR EMPLOYEES IN IT AND ITES COMPANIES

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ABSTRACT

Organizations are focusing in expanding and better Return on investment (ROI) to increase the market share so that they can become market leaders. The IT and ITES sector is growing fast and it is becoming difficult task for managers to manage, retain and engage the workforce as this sector is witnessing a mushrooming of enterprises and startups. This makes engagement a vital component for HR professionals of IT organizations, in order to minimize attrition and optimize the motivation and productivity of employees. Being the fastest growing and profitable industry, the IT and ITES Sector is a great source of innovation for all businesses. The sector which is totally based on information and services more than physical products, the most essential resource is people. So measuring employee engagement is just as important as any sales target. Most of the organizations focus on their products and services rather than focusing on most fundamental units constituting the enterprise, i.e. their employees. The strength of organizations is dependent on various factors but utmost key factor is engaged employees. Employee engagement is being positive about job, work culture and environment. This positive approach towards the organizations makes employees emotionally connected with the organization. Engaged employees help the organizations to become market leaders and gain competitive advantage.

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Background and statement of the problem

"Employee engagement is one of the main motivating force and a biggest advantage for organization as there is a great certainty that employee engagement is connected with business performance" Harter et al, (2002)[8].

The ISR association defined engagement of employees as, "a process by which an organization increases commitment and continuation of its employees to the achievement of superior results."

Disengagement at Work" (W. Kahn, 1990), since the early 1990s other consulting firms and research organizations have followed suit doing research and created their own hypotheses concerning employee engagement.

Employee engagement, also called worker engagement, is a business management concept. An "engaged employee" is one who is fully involved in, and enthusiastic about their work, and thus will act in a way that furthers their organization's interests.

Employee Engagement is the extent to which employee commitment, both emotional and intellectual, exists in relation to accomplishing the work, mission, and vision of the organization. Engagement can be seen as a heightened level of ownership where each employee wants to do whatever they can for the benefit of their internal and external customers, and for the success of the organization as a whole.

Literature Review

Malavika D. in her study on employee engagement in two Indian Business. Finds that employee engagement is practiced more in the manufacturing organization when compared to the IT organizations. It was found that the degree of employee engagement was significantly high in the manufacturing organization as compared to that in IT firms. The main causes for a high engagement in the manufacturing sector were found to be as – the impression that the firm cares for and values the employees , free and frank communications with immediate supervisor , one's contributions towards organizational goals and freedom to participate in the decision making process.

Susan A. (2012) in her paper, Development of Employee Engagement Programme on the basis of Employee Satisfaction opinions today's competitive world has posed many challenges to organizations in the form of diverse consumer demographics, complex strategies of competitors, workforce issues and many others. Sustaining in such a situation

requires an organization to have committed and loyal employees. Engaged employees are considered to be more loyal and productive towards organization. Hence, the trend is towards designing programmers to enhance the level of employee engagement.

Sangamitra C. (2012) in the journal, Reverse mentoring: A social exchange tool for keeping the boomers and millennials committed. Says the boomer and millennnnials are working together. In the wake of mass retrenchment and economic crises, there is a greater urgency for HR professionals to focus more on engagement by social exchange tool. The reverse mentoring program and its outcomes explains the gap in the research.

Brand S. (2012) article on, Employee engagement and leadership: explains about framework and importance of leadership in Human resource development, It also explains the problem in using single style transactional or transformational leadership does not suit changing employee engagement needs .so the blend of both styles will suite different levels of employee in the cosmopolitan organizations.

### Shifting Paradigms in Employee Engagement & Development

Dimension	Existing	Emerging
Organizational Structures	Hierarchical	Flat
Work Environment	Transactional	Collaborative
Management Styles	Authoritative	Facilitative
Performance Appraisals	Senior Driven	360º
Compensation	Fixed	High Risk High Returns
Rewards & Recognition	Non Monetary	Monetary

(Source: When Generations Collide: How to Solve the Generational Puzzle at Work, Lynne C. Lancaster, Executive Forum Presentation, 2004.)
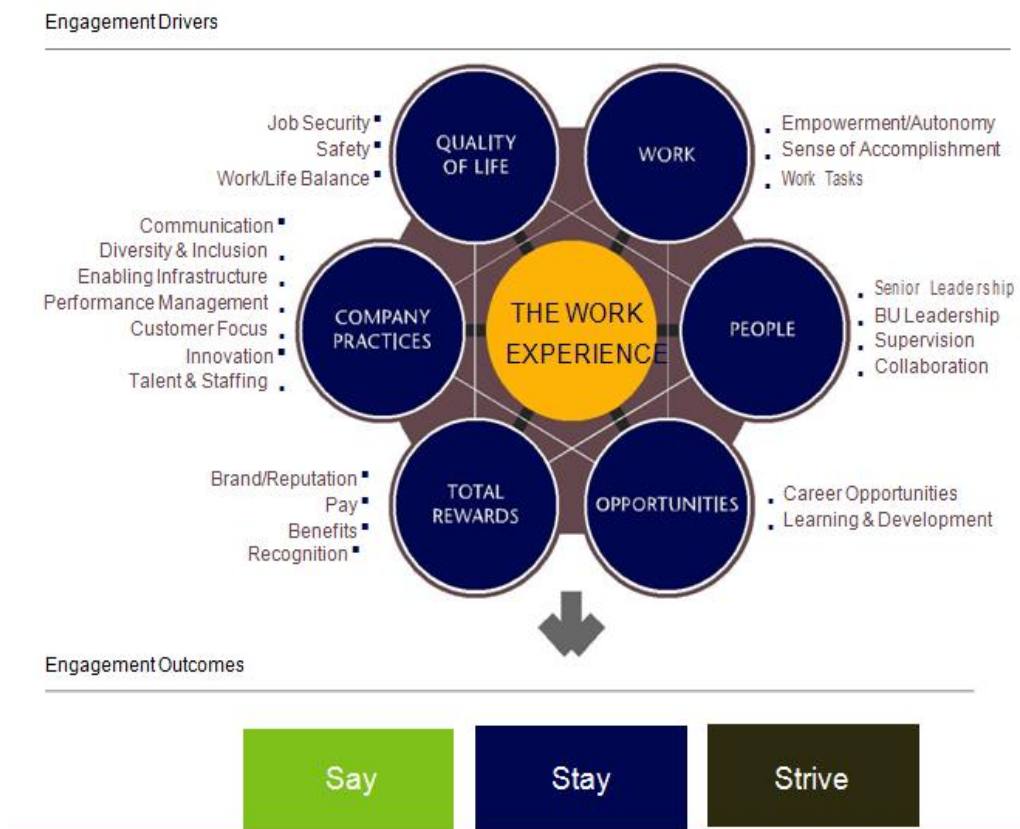
Structured study and assessment of the changing employee engagement and development models within 'Information Technology' (IT) and 'Information Technology enabled Services' (ITeS) industry within India can help us identify best practices, pitfalls to avoid and define roadmap for seamless change across various other sectors.

Employee Engagement Model
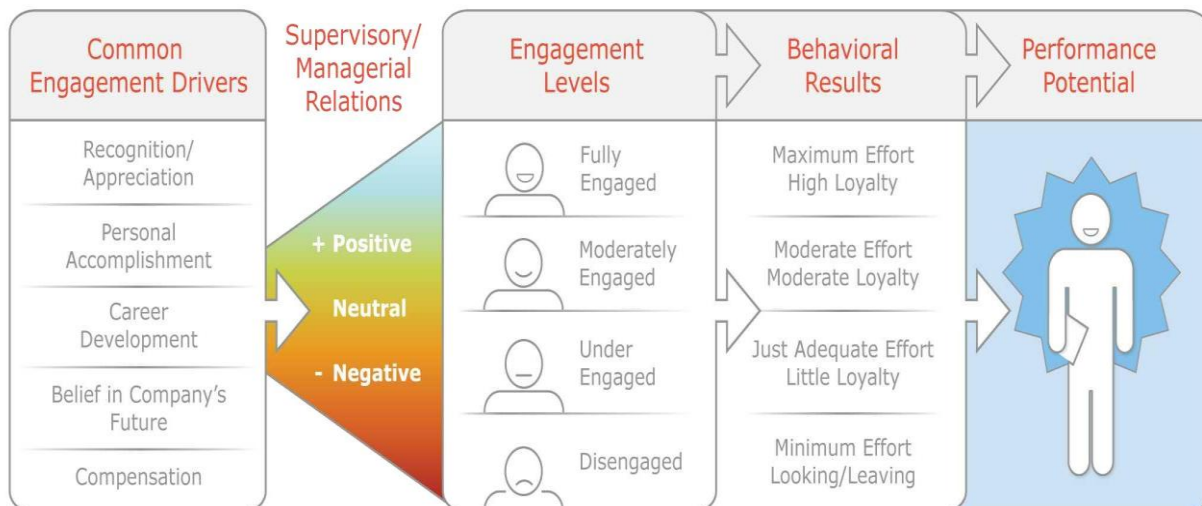
Y. Hong, H Liao, J, Hu, K, Jiang, "Missing Link in the Service Profit Chain:A Meta-Analytic Review of the Antecedents, Consequences and Moderators of Service Climate," Journal of Applied Psychology, 98/2, 237-267 (2013)

We define engagement through three attributes that include the extent to which employees:

Say—always follow the culture of speaking positively about the organization to colleagues, prospective employees and stakeholders.

Stay— always stay emotionally connected and have a desire to be a part of the organization.

Strive—always aim for success and stay motivated in achieving goals.

www.achievers.com

Most effective retention initiatives by generation

Ranking	Generation Y (under age 30)	Generation X (ages 30-44)	Baby Boomers (ages 45-64)	Veterans (over age 65)
1	Company culture (21%)	Additional bonuses or financial incentives (21%)	Additional benefits (i.e., health and pensions) (26%)	Additional bonuses or financial incentives (25%)
2	Flexible work arrangements (20%)	Additional compensation (19%) Strong leadership/ organizational support (19%)	Additional bonuses or financial incentives (23%)	Additional benefits (i.e., health and pensions) (24%)
3	New training programs (19%) Support and recognition from supervisors or managers (19%)	Customized/ individualized career planning (18%) Succession planning (18%)	Additional compensation (21%) Strong leadership/ organizational support (21%)	Flexible work arrangements (20%) Corporate social responsibility (20%)

Source: Talent Edge 2020 Survey by Deloitte (December 2010)

Findings
Emerging Trends in Employee Engagement in IT and ITES Companies

As the generation changes the employee engagement trends change according to the need of employees. The traditional engagement strategies are no longer gaining importance among the employees and there is continuous need of emerging employee engagement trends to improve engagement of employees. Few of the emerging trends in employee engagement can be explained broadly to understand the transformation that has happened.

Collaboration: Deloitte's Global Human Trends Report of 2017, 94% of respondents reported that "agility and collaboration" are critical to their organizations' success. In 2019 organizations will support and promote collaborative working environment.

Open Communication platform: organizations should focus on more open communication and should conduct more events so that employees will open up with seniors and top management.

Advance learning and training: Most of the organizations are looking to tie with top universities to give opportunities to employees for growth and knowledge up gradation.

Collaboration with world class universities has now evolved as a new engagement strategy.

Artificial Intelligence: Artificial intelligence is one of the emerging trends for employee engagement. AI can be used in various ways to improve employee engagement like

AI –enabled chat bots, performance management, sentiment analysis platform and talent development platforms.

Gamification- The current generation is more into gaming and mobile keeping in view this new trend in employee engagement is been introduced where employees will be engaged by means of gaming. This strategy helps to avoid the brain drain created by monotonous jobs.Bra nd Management- to keep you employees engaged at work brand management is an important factor.

Internal brand management by providing instant recognition, fitness programmes and by promoting eco-friendly initiatives like Go Green campaigns, encouraging the use of mass transport than individual vehicles etc. creates among the employees a feeling of respect & dignity for their work place. External Brand management by promoting CSR activities, promoting products which are eco-friendly and pushing stakeholders as well towards CSR.

Recommendations

Employers should focus more on emotional engagement or social engagement factors more; the organizations should try to understand their employees, their needs, their aspirations.

The organizations should focus more on work ethics followed for both employees and customers, as at one point of time your employee can be your customer, so maintaining work ethics is important for employee engagement.

Organizations should focus on CSR to retain more employees and also to attract more employees.

Working environment and culture should be more challenging as well as comfortable, so that employees feel more involved and engaged with organization. The employees should be given opportunity to work on new technology or concept so that they have equal to enhance their career.

Organizations should focus more on employee growth and career development programs; they should invest in some kind of career development courses or technologies to keep employees engaged in organization.

Organizations should focus on instant employee recognition programs and should involve social media platform to celebrate employee recognition as today's generation is more on sharing things on social media so that everyone will be part of his celebration. This social recognition helps the organizations also attract more employees and engage existing employees.

Before deciding the employee engagement strategy or policy the organizations should understand employee life cycle, employee's aspirations and needs should be given priority while designing engagement strategies.

Demographic employee engagement is important aspect which most of the organizations should focus, as the age, gender, qualification etc are more important factors while designing employee engagement strategies. As per the generation we have to design the employee engagement strategy. The current generation or digital generation focuses on something else and we have to understand them.

Organizations should focus on continuous employee feedback and implementation process; so that employees will feel they are important part of organization.

Scope of the Study

This research will identify the types engagement efforts used by companies today to attract and retain the employees in workplace. Human Resource Managers and Recruiters will benefit from this study as it will give them a tool to understand what employees looks for in an employer and what motivates them to stay with that employer. This research will also help companies revise their engagement practices and adjust their benefit packages in an attempt to attract the best of employees as well as retain them, reducing costly turnover rates.

1. Indian Information Technology / Information Technology enabled Service Industry
2. Readiness of Organizations to Manage the Change
3. Emerging Best Practices Pertaining to Organizational Structures
4. Emerging Best Practices Pertaining to Work Environment
5. Emerging Best Practices in Performance Appraisal
6. Emerging Best Practices in Training & Development

Constraints of the study

As this study was conducted in IT & ITES Companies only so the views and thoughts of the other companies differ. Study is restricted to Pune only therefore situation in other cities may differ. The sincerity and accuracy required for filling the questionnaire can affect the results.

Conclusions

Employee engagement being the oldest concept still is considered as important aspect for organizations growth and development. Two important factors like organizational brand and career advancement programs seem to be important for employee engagement. There are ample growth opportunities in several dimensions for the employees of the organizations to keep them engaged and arrest the attrition rate. In addition, healthy fun and entertainment should also go side by side with the culture of employee

engagement to keep them stress free and revitalized.

Employee engagement is one of the best terms used by organizations for creating happier and more productive employees, improving employee engagement depends totally on factors related to an organizational performance management and human capital strategies. Employee engagement is not only related to pay or a monetary benefit it is beyond that, being emotionally connected with your employees is also a part of engagement. In today's era most of employees are away from their family or belong to nuclear family organizations should try to be more connected with their employees, the support and care you give to your employees they will in return also care for your organization, it can be concluded that emotional engagement is important aspect for engagement.

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