

Employee Engagement Parameters and Practices in IT Companies

Doctoral thesis submitted

In partial fulfilment of the requirements for the award of the degree of

DOCTOR OF PHILOSOPHY

In

MANAGEMENT

By

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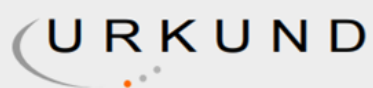
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Acknowledgment

I am thankful to all those who directly and indirectly supported, guided, and helped me on this fun-filled journey. While I cannot thank everyone by name, but for sure, I would like to mention a few who supported and guided me all along.

I am genuinely thankful to my research guide and supervisor, Dr. Bhagabat Barik, Asst. Dean, Faculty of Management Studies, ICFAI University Jharkhand, for his guidance, supervision, and multiple reviews.

I want to thank Prof. ORS Rao, Dr. Mridanish Jha, Dr. M Rajkumar & Dr. Rumna Bhattacharya for their support and encouragement. My gratitude to all the research board members, particularly Dr. Satyendra Kishore and Dr. Hariharan, for their guidance.

Last-mile connectivity is very critical; I want to thank the research review team at IUJ, who took all the pain and effort to go through my work and present my hard work properly.

At Hewlett Packard Enterprise, I would like to thank Mr. Swetal Desai, Mr. Devesh Mathur, Mr. Andre Pinho, and Mr. Amarendra Kumar Singh, who supported me in pursuing my Ph.D. program along with my organizational responsibilities.

My quest for knowledge always got total support from my family. Blessing from my grandmother, my parents, and my relatives and absolute backing from my sons and wife helped me through-out the research.

Date: 01 Mar 2021

Place: Bengaluru

Abstract

Employee Engagement practices ensure the engagement of employees towards their work. Machines and humans perform and behave differently in different scenarios. Understanding human beings always intrigued social scientists. A human being in an employment scenario is an employee. Multi-generational workforce, digital disruptions, and currently, Covid-19 are continuously changing the way we do business and lead our lives. The pandemic situation has forced organizations to manage their employees away from the office environment, i.e., working from home. Indian IT Services business is at crossroads. One side is the opportunity, and the other is preparedness to encash the opportunity.

Digital disruptions bring in a massive opportunity for the IT services sector. The IT-BPM industry is growing from \$177 Bn (2019) to \$350 Bn by 2025. Total revenue from IT services & BPM for FY2019-20 accounts for \$135 bn. Digital Economy is poised to touch \$1Tn by 2022, and data and AI will play a significant role, which is looking to contribute \$450-500Bn by 2025 (Nasscom-McKinsey Report Aug 2020).

The impact of Covid-19 on revenue of services is visible where services export dipped from \$17.56Bn to \$16.45Bn to \$15.70 Bn during Mar-Apr-May 2020, Asper the RBI Report.

The Indian IT sector employs approx. 4 Mn employees. We have 19% of the population in the age group of 15-24 (2011 Census report-UNDP Report 2014-2017). Interestingly industry is grappling with the skill gap issue, where 90% of graduates cannot do correct/compatible coding (Source: Aspiring Minds published by Statista). As an emerging economy, India is spending \$1.6 Bn annually on training the workforce (Invest India)

Today all focus is on people and especially employees, making employee engagement a critical and vital subject for employers across the board.

The study examined the parameters and practices influencing employee engagement; this study examined the association and impact and importance of age, gender, educational qualification, role in the organization, and social background (location).

A literature review and pilot study helped identify the engagement parameters. This course saw the facilitation of two sets of focus groups. The first focus-group was to validate the engagement parameters, and the second was to build a deeper subject understanding. The first focused group discussion facilitated the preparation of the draft questionnaire. The pilot study ensured the coverage of the engagement parameters, the conversation flow, and confirmation on the statistical analysis. Adopted a random sampling technique and sent a questionnaire to 3000+ respondents working in Bangalore's IT services companies. The quantitative study used Three hundred ninety sample data for analysis.

Statistical analysis techniques used for analysis are descriptive analysis, Cronbach alpha test, Independent Sample T-Test, Exploratory Factor Analysis, Rotated Component Matrix Regression Analysis ANOVA, and correlation. The research used MS Excel, SPSS, and Minitab for data analysis. The study used MS Excel, Minitab, and SPSS for data tabulation and analysis.

One of the clear findings indicated that engagement is not dependent on age, gender, or educational qualification. No one engagement parameter is strong enough to impact employee engagement. Many of the engagement parameters are correlated, and this somewhere affects the collective impact on Employee Engagement.

Employees do not fully agree with the employer's definition and description of engagement. Majority of the employee participated in this research disagreed with the explanation. A small portion of respondents partially agreed, and a much lower part agreed with the interpretation.

Observation related to the definition was mostly uniform across respondents. However, "age" as parameters showed a different characteristic - Young respondents voiced their opinion openly while others did subtly. Young employees who lived in Bangalore for a Larger period of their life and Young employees who lived in Bangalore for a long and had global working exposure expressed their opinion firmly.

Engagement parameters like Recognition, Career Growth, Team Manager, Leader, Alignment of the Company, Work Environment have a significant correlation at 0.01.

Covid time forced employers to close workplaces and enable employees to work from home. Employers proactively closed workplaces to comply with government regulations and directives and focus on employees' healthcare. Employees believe that it is the effect of government enforcement that employers accepted to allow work from home. Irrespective of the reason for motivation, employees are now working from home.

Workspace during Covid time is characterized as the place with disseminated working hours, Lack of ergonomic seating arrangement, Isolated working environment, Absence of Physical interaction/ Lack of ideation space, Employees living with additional/ running family responsibilities during work time, No medical support for proactive assessment, Distracted social life and priorities, too much of Technological involvement in day-to-day working, Missing recreation-rejuvenation activities and Fusion of personal and professional space.

Many areas where the impact is observed, felt, and acknowledged are responsiveness, productivity, performance, and work quality, specifically work involving high involvement vs. transaction. Employee monitoring and management (Micro vs. Macro), Employee Engagement are other areas where the impact is duly accounted for now. The Covid effect impacted the facilities required for work from home, Data and Information security, confidentiality, and data safety, Culture and organizational value system, and communications.

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List of Abbreviations

| Sl No | Abbreviation | Full form |
|-------|--------------|---|
| 1 | ADB | Asian Development Bank |
| 2 | AI | Artificial Intelligence |
| 3 | ANOVA | Analysis of variance |
| 4 | Bn | Billion |
| 5 | BPO | Business Process Outsourcing |
| 6 | CLC | Corporate Leadership Council |
| 7 | CMIE | Centre for Monitoring Indian Economy, |
| 8 | COVID-19 | Coronavirus Disease 2019 |
| 9 | EE | Employee Engagement |
| 10 | EPIC | Employee passion Indicative count |
| 11 | EVP | Employee Value Proposition |
| 12 | FY | Financial Year |
| 13 | GDP | Gross Domestic Product |
| 14 | HR | Human Resources |
| 15 | HRM | Human Resource Management |
| 16 | IBEF | India Brand Equity Foundation |
| 17 | ICFAI | The Institute of Chartered Financial Analyst of India |
| 18 | IES | Institute for Employment Studies |

| Sl No | Abbreviation | Full form |
|-------|--------------|--|
| 19 | ILO | Indian Labor Organization |
| 20 | IT | Information Technology |
| 21 | IT-BPM | Information Technology – Business Process Management |
| 22 | ITES | IT-enabled services |
| 23 | K | Thousand |
| 24 | KMO | Kaiser-Meyer-Olkin Measure |
| 25 | KPO | Knowledge Process Outsourcing |
| 26 | MEITY | Ministry of Electronics and Information Technology |
| 27 | ML | Machine Learning |
| 28 | MS | Microsoft |
| 29 | NCR | National Capital Region |
| 30 | RBI | Reserve Bank of India |
| 31 | SHRM | The Society for Human Resource Management |
| 32 | SPSS | Statistical Package for the Social Sciences |
| 33 | TQM | Total Quality Management |
| 34 | UNDP | United Nations Development Programme |
| 35 | USD | US Dollars |

CHAPTER 1 - INTRODUCTION

CHAPTER 1: INTRODUCTION

1.1. Overview: Employee Engagement

Employee engagement is a relationship/bond between the employee and its employer. The majority of employers in Bangalore's IT services companies run an employee engagement measurement and management process. While measurement is typically an annual exercise, management is a regular activity. In the current global service economic era, the focus is on the softer (emotional, satisfaction, etc.) aspect of humans (Employee). Industrial revolution 1.0 focussed on moving human-intensive labor to machine-intensive, 2.0 concentrated on scalability & mass production of the device. While 3.0 focussed on robotics and automation, the focus of 4.0 is on the cloud, security, and all parameters leading to sustainability. The optimization and productivity enhancement drive the industrial revolutions across its phases if we carefully observe it. Fundamentally there are three components of business which is people, process, and technology (PPT). Technology is disrupting the regular industry.

COVID-19 has impacted humans/ employees in multiple ways. Human being a social animal is in a difficult situation due to restriction in socializing ability, movement added to the pain of sufferings in the society at large. We saw the contraction in service export revenue;

dropped from \$17.56Bn to \$16.45Bn to \$15.70 Bn during Mar-Apr-May 2020 (RBI Report).

COVID-19 virus-infected 63 lakhs people in India, and millions of people lost their jobs (4 Mn+ ILO and ADB Report, Aug 2020, 11 Mn CMIE July 2020). While we may have ambiguity around the actual number, it is vivid that Job loss is in construction, farm, retail, and in the unorganized sector is severe. The impact is not very heavy in the organized IT sector, where Companies are pruning to brace themselves for a difficult time ahead, including job loss, reduction in salaries and pay-outs, etc.; in totality, it adds to fear and a state of unknown.

Not all is negative around us; we do have a positive outlook on technology penetration. Digital Economy is poised to touch \$1Tn by 2022, and data and AI will play a significant role, which is looking to contribute \$450-500Bn by 2025 (Nasscom-McKinsey Report Aug 2020). \$ 1.6 bn is spent annually on training the workforce and growing R&D (Invest India, 2020). Analysts (KR Choksi, 2020) believe that the first positive effect will be visible from Q2 FY21.

With more than a year of doom and gloom scenarios, there will be a significant psychological impact. This down syndrome effect will enter the corporate world and will make recovery all the more difficult. Employee Engagement is a well-researched subject by academicians and extensively used by corporations globally. Employees are also human beings, and when they see the changing world, it keeps them worried. In their paper, Mani, Swaminathan, et al. (May 2020) examined the non-monetary levers to enhance employee engagement in organizations. They used 20 variables together in a framework model to identify five levers that expand the growth through multiple other levers.

Brown, Mary, "Re-thinking the Employer/Employee Contract Post COVID-19" (2020) examined the contractual relationship between employee/employer through the perspective of the current global pandemic (COVID-19).

Tiwari, Dr. Bunita et al. (2019), in their study to understand employer branding among survivors of the IT/ITES sector in the downsized organization, examined the resonant association leadership, internal corporate communication, knowledge sharing, continuous learning, intrapreneurship, and perceived communication satisfaction with employee engagement.

Researchers, Academics, and Corporate leaders have defined and explained the engagement definition and parameters that shape the engagement.

1.2. Definition and Parameters

Engagement Definition

Employee Engagement is defined by Researchers from academics and the corporate world based on perspectives and usage. Many parameters were used in direct or in collated format to determine the engagement of employees

The base of all employee engagement; these definitions started from understanding human beings and applying the employment environment concepts. Abraham Maslow (1943), through his book "A Theory of Human Motivation," has given us a window to understand employee's needs/expectations through various stages. At each stage, people (employees) put all their efforts to satisfy their needs, and then these needs change, so do the re-organization of efforts. It is this cycle of demands and effort cycle that keeps people/Employees engaged.

All employees go through this cycle to fulfil their needs (physical to self-actualization satisfied) and find the meaning of fulfillment in life through work. Critical in this concept is that employees should find something essential to strive for while moving from level 1 to level 2. Otherwise, we may have a situation where an employee may be engaged at level 1 but may not at level 2.

"Embracement" is the term used by Erving Goffman (1956) in his book "The Presentation of Self in Everyday Life." The investment employees do channelize their energies into their roles. The level of engagement is a direct interpretation of the level of embracement or lack thereof. With an experiment on black American students, Herbert Kelman (1958) explained that individuals could make their choices much more openly during an internalization condition. While these help people express their opinions and likings, this also helped in demonstrating compliance and internalization.

Chris Argyris and Edgar Schein (1960) gave the concept of "Psychological Contract." Which is a relationship between an employer and its employees and specifically concerns mutual expectations? It is the level of balance between employee-employer relationships, what the employee contributes, and how an employer treats them. This psychological contract is very similar to employee engagement.

Experts define employee engagement differently, and there is no universally accepted definition. William Kahn gave the description explaining the concept of harnessing individual capabilities in the work roles; in this process of engagement, people employ and express themselves physically, cognitively, and emotionally during role performances." Kahn (1990).

David Macleod (2016) defined engagement as the conditions in which employees offer more of their capability and potential.

Liu (2016) looked at employee engagement as a function of Employees organizational identity, their dedication, absorption, vigor, and harmony with the work environment

Aon Hewitt's (2018) model defines employee engagement as a "psychological investment" an employee does for their company. The global Employee Engagement measures the outcome of employee engagement, i.e., "Say, Stay, Strive."

Quantum Workplace (2020, Annual Engagement) defines employee engagement as "the strength of the mental and emotional connection employees feel toward their places of work."

Gallup (2020) explains that engaged employees are "those who are involved in, enthusiastic about, and committed to their work and workplace." Willis Towers Watson describes employee engagement as "employees' willingness and ability to contribute to company success."

Engagement Parameters

Every human being is bound to their employment and job by at least one parameter. The strength of this parameter determines the level of engagement. There are many parameters which employees use to pledge their attention. These parameters then may vary by age, gender, social structure, etc. Therefore, many of the researchers try to explore and find the parameters used in employee engagement.

Gallup Research developed its Q12 -set of 12 questions to measure employment. The questionnaire is in use since late 1990, and the parameters included were:

Table 1.1 - Gallup Engagement Parameter Q12

| Gallup Engagement Parameter – Q12 | | |
|---|---|--|
| Work expectations | Material and Equipment to perform the task | Opportunity to perform as per the capability |
| The flow of recognition or praise for doing good work | People care for me as a person | Personal development is encouraged |
| At work, my opinions seem to count | Connected to the mission or purpose of my company | Opportunities at work to learn and grow |
| People perform quality work, dedicatedly | I have a best friend at work | Regular evaluation of progress |

Source: Gallup Engagement Parameter Q12, Gallup

IES Model of Engagement (2003) explained that feeling valued and involved led to the engagement, and the model uses ten parameters to arrive at the status of “feeling valued and involved.”

Table 1.2 – IES Model of Engagement

| | | |
|---------------------------------|--|-----------------------|
| Training Development and Career | Immediate Management | Performance Appraisal |
| Communication | Equal Opportunities and fair treatment | Pay and Benefits |
| Health and Safety | Cooperation | Family Friendliness |
| Job Satisfaction | | |

Source: IES Model of Engagement

Towers Perrin (2005) surveyed 85000 employees on employee engagement and gave ten parameters of engagement. These engagement parameters were Career, Clarity, Collaborate, Communicate, Confidence, Congratulate, Connect, Contribute, Control, Credibility.

Zinger (2012) proposed ten parameters to measure the overall engagement

Table 1.3 – Zinger Engagement Parameters

| | | |
|----------------------|----------------------|--|
| Achieve results | Foster Recognition | Leverage strengths |
| Mark Progress | Build a relationship | Make meaning |
| Maximize performance | Enliven energy | Master Moments and Enhance the wellbeing |

Source: Zinger Engagement Model

Johari (2014) states that HRM is significant as it enhances employee performance, cooperation between the employees and improves technical and managerial talent. It also helps in

improving overall employee engagement. Researchers have carried out various studies to find if any relation exists between TQM practices and HRM practices.

Deloitte Engagement model (2015) presented 20 parameters across five categories to define, explain, and measure employee engagement.

Table 1.4 - Deloitte Engagement Model

| Deloitte Engagement model (2015) | | | | |
|----------------------------------|----------------------------------|---|---------------------------------|---------------------------------|
| Meaningful work | Hands-on management | Positive work Environment | Growth opportunity | Trust in leadership |
| Autonomy | Clear, transparent goal | Flexible work environment | Training and support on the job | Mission and purpose |
| Select to fit | Coaching | Humanistic workplace | Facilitated talent mobility | Continuous investment in people |
| Small, empowered teams | Invest in management development | Culture of recognition | Self-directed dynamic learning | Transparency and honesty |
| Time for slack | Modern performance management | The inclusive, diverse work environment | High-impact learning culture | Inspiration |

| |
|----------------------------------|
| Deloitte Engagement model (2015) |
| A focus on simplicity |

Source: Deloitte Engagement Model

Madanat et al. (2017), in a study, have concluded that TQM practices have a significant impact on the effectiveness of HRM. They further state that continuous improvement and customer focus play a significant role in the effectiveness of HR practices. Their findings also say that implementing TQM helps the management use the people and other resources optimally for its benefit.

Aon Hewitt (2018) uses six broad categories to group the engagement parameters.

Table 1.5 – Aon Hewitt Engagement Parameters

| Aon Hewitt (2018) Engagement Parameters | | | | | |
|---|-------------------|-------------------------|-------------------|--------------------------|----------------------|
| Company Practices | The Basics | Brand | Leadership | Performance | The Work |
| Communication | Benefits | Reputation | Senior Leadership | Career Opportunities | Collaboration |
| Customer Focus | Job Security | Brand EVP | BU Leadership | Learning and Development | Empowerment/Autonomy |
| Inclusion and Diversity | Safety | Social Responsibilities | | Performance Management | Work Tasks |
| Enabling Infrastructure | Work Environment | | | People Management | |
| Talent and Staffing | Work-Life Balance | | | Rewards and Recognition | |

Source: Aon Hewitt Engagement Model

Oluwatayo et al. (July 2020) examined the work context, employee attributes, and HRM practices on employee job engagement.

1.3. Engagement Practices

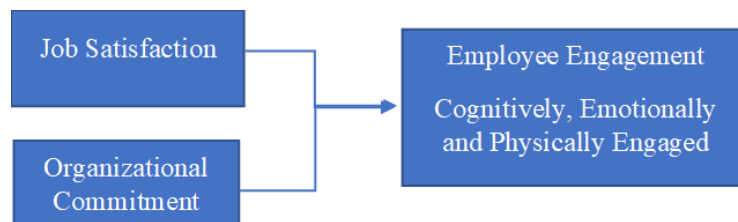
The engagement practices are a set of activities performed to gain engagement from the employee. Like all organizational practices, the engagement practice draws its control via various organizational policies. These practices use the standard organization and specific tools to extract value from the engagement practices. The engagement practices are a parallel set of activities running across all the HR processes, which are part of the Hire to Retire process.

Department of Health, the Tasmanian government, defined the engagement practices in five-step and these are (1) Be clear about the task, (2) Be clear about the purpose of engagement, (3) Identify the audience, (4) Select the engagement techniques and (5) Develop an engagement plan.

Eldor, Liat et al. (2015), in their research, “A process model of employee engagement: The learning climate and its relationship with extra-role performance behaviors,” explored the Employee engagement practices as advantageous to organizations. The research investigated employee engagement as a critical mechanism for explaining the relationship between perceptions of the organization’s learning climate and employees’ proactive knowledge sharing, creativity, and adaption. The paper also tested employee engagement relationships with job satisfaction and job involvement.

Burns (2016) presented the theoretical framework as a process for employee engagement and the same as below:

Figure 1.1 – Burns Engagement Model



Source: Burns Engagement model

Meskelis, S. et al. (2020), in their research paper “Driving employee engagement: how personality trait and leadership style impacts the engagement practices,” explores the impact and finds that honesty–humility impacts the engagement and that “authentic leadership” functions as a substitute for honesty–humility.

Sprigghr (Aug 2020) wrote about the six stages of the employee life cycle. These are attraction, recruitment, onboarding, Development, Retention, and Separation. The steps through its engagement activities

Figure 1.2 – Sprigghr Engagement Process



Source: Sprigghr Engagement Process

Parameters used in engagement steps are:

- Attract - Brand awareness, Culture, benefits, and compensation
- Recruit-Referral, connect, involve
- Onboard – Job Description, vision and values, expectations, close loop communication
- Develop - Encourage external learning, assess knowledge and skills together, Encourage your team members to be responsible for their development, and Reward the employees who learn in their own time
- Retain – Relationship, communicate, feedback, motivate
- Separate – Communicate, feedback

The employee life cycle model is a way to visualize and plan each stage of an employee’s interactions with the company. It provides the insight necessary to make each stage of their time with your company as successful as possible.

1.4. Employee Engagement during COVID-19

The engagement of employees is derived from dedication and determination to complete the task at hand. One of the silent contributors to this is the non-existence of natural distraction (included but not limited to added responsibilities, stress, tired body, and mind).

Humans/ Employees live multiple life contexts (Social, work, family, etc.); at the same time, Lawrence et al. (2017) explored the employee's ability to accommodate the needs from each of the contexts and their ability to craft career decisions that value meaning and employability. As we go into the post-COVID-19 era, acknowledging shared responsibility between employees and employers will fit well. Both an employee and an employer are responsible for maintaining harmony in the relationship.

COVID-19 is not over, and this will demand a more sophisticated approach due to evolving needs. Every parameter used for employee engagement before COVID-19 has changed its face during COVID-19 and will change the look again post COVID-19. Pre-COVID-19 scenario, work from home was a choice, Versey (2015), but the government and organization enforced it during COVID-19, Walker et al. (2020). Work from home was a facility given to a select few based on organizational policy; Kossek et al. (2006) moved to more than 50%. Brynjolfsson et al. (2020) and Zhang et al. (2020) explain that comfort was the core reason for the shift in the work location. Still, during COVID-19, McCarthy et al. (2020) present challenges related to ergonomics due to ad-hoc workspace. Versey (2015) explains that employees working from home had been performing usual professional and private roles; however, Krammer et al. (2020) demonstrated that during the lockdown, employees are playing multiple roles, e.g., employee, teacher, cleaner, cook, etc.

Gallagher (2020) elaborated that the government enforced lockdowns and social distancing rules, practically converting the working population to teleworkers in 3 months. A section of employees who never wanted to work from home (due to logistics or social reasons) is coerced to work from home. This paper explores the technological means to meet collaboration goals. There is a direct and indirect impact due to COVID-19. Direct impact (Job loss or Death) has less effect on employee engagement, but it is the indirect effect (Pay cut, fear of job loss, loss of friends and relatives) that has more impact. We all along said, humans are social animals, and now we are talking about social distancing.

Painful surroundings due to COVID-19 have led to negative emotions of nervousness, sorrow, sadness, and low morale resulting in low self-esteem. Employees under such a scenario get enveloped with a host of adverse psychological and behavioral reactions having a detrimental impact on organizational performance and productivity.

On the contrary, most companies did a splendid job addressing their employees' basic safety, stability, and security needs. Emmett et al. McKinsey (June 2020) show that employees are generally satisfied by their organizations' steps and efforts.

Research with 887 respondents (Data collected in Mar 2020) examined the impact on employees associated with their roles. Employees working remotely are more engaged and have a stronger sense of wellbeing than those in non-remote jobs with little flexibility.

Figure 1.3 - McKinsey Report on Engagement during COVID-19



Source: McKinsey Report on Engagement during COVID

Parents working from home can live the joint responsibilities (personal and professional) fare better than those who are more isolated (availability of social environment). Working mothers, working remotely, seem much more pessimistic about the experience than fathers are. Menon (Apr 2020) examined the loss of job and pay-cut due to COVID-19. Start-ups can get top talent at a reduced cost and ensure excessive availability of the job market resource. The changed demand-supply scenario made employees agree to work for reduced salaries.

WhiteHat Jr, an ed-tech coding start-up, claimed it had seen 100% growth in paid subscriptions in India and 250% in the US in March. (Live Mint, Apr 2020).

In his article, Mishra (Apr 2020) managed work from home employees examined the challenges in the new scenario. Highlighted points were long working hours, micro-management by managers, personal contingencies impacting the work schedule, and performance measurement. Employee engagement activity shifted from face-to-face activity to a virtual activity format.

Gallup (2020) explained the way engagement parameters would change, and they are

Table 1.6 –Gallup, Change in Engagement Parameter

| Pre COVID-19 | During/ Post COVID-19 |
|-----------------|-----------------------|
| My Paycheck | My Purpose |
| My Satisfaction | My Development |
| My Boss | My Coach |
| Annual Review | Regular Review |
| My Weakness | My Strength |
| My Job | My Life |

Source: Gallup, Change in Engagement Parameter

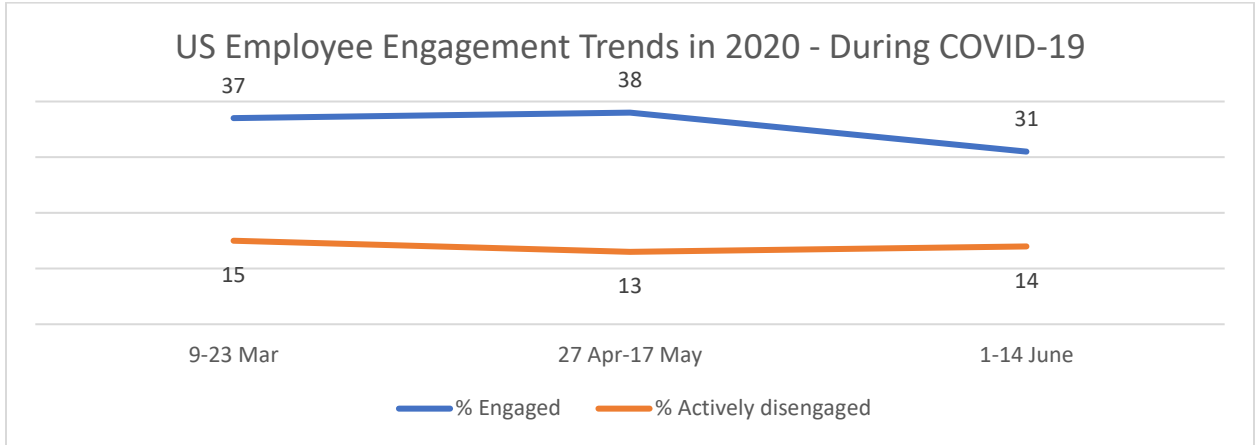
Akkermans et al. (2018) explained that the shock wave effect could be positive or negative, and their occurrence will have varying predictability. Any disruptive and extraordinary event caused by factors outside any individual's control will force people to evaluate alternatives. The effect of Darwin's theory of "Survival of the fittest" explains how the working environment has changed due to such events (Spanish flue, WW, 9/11, etc.).

The critical element in this shock is explained as frequency, intensity, controllability and predictability, valence, and duration Akkermans et al. (2020). Abrol, S. et al. (2020) examined the employer's responsibilities in maintaining employee relations.

Chakraborty (April 2020) examined HR action during the crisis and presented the details of in 3R (Reset, Relearn, and Rejuvenate) approach to employee engagement.

Prudent Brokers (June 2020) collected data from 339 companies across the industry (IT-24%) with senior leaders and stakeholders. Employers have felt the impact of COVID-19. On productivity, 50% of employers think no effect; 22% believe that it has declined, and the rest do not have an opinion. One central area of development is moving the business to the remote; 9% of the respondents are affirmative about it, and 55% are ready to consider it. While 80% of organizations can maintain the current salary level, 10% have reduced the salary. On lay-off, only 1% of employers have confirmed lay-off, but another 6% of employers may look for lay-off in 6 months.

Figure 1.4 - Gallup US Employee Engagement During COVID



Source: Gallup US Employee Engagement During COVID

The engagement level declined from 38% to 31% in 3 months. Employees with managerial responsibilities majorly contributed to this most significant decline. Lowered engagement is substantial among onsite and blue-collar workers. The drop was more massive for men than women.

During the early months of COVID-19, employees expressed improved communication and preparedness by their employers. However, the same started to decline by June. In the continued scenario of COVID-19, the employee felt that their employer and supervisor communication need to communicate better. Maybe, the effect of fatigue, social distancing practice is reduced among employees.

Risley (July 2020) examined the impact of Maintaining Performance and Employee Engagement During the COVID-19 Pandemic.

Mercer (2020) 98% of executives plan or organization re-design; 85% expect technology to be a primary business disruptor. 80% executive also expects industry consolidation. Experts at Mercer believe that depending on the COVID-19 crisis's duration, additional organizational factors like location strategy, portfolio diversification will join the top executive's agenda.

Covid-19 created a scenario that affected all humans across society, all age groups across gender and educational profiles. Many of them were directly impacted (infected with the Covid virus), many were indirectly (family and friends got infected). It is the employment of IT services companies that brought many to this city, which indirectly means that most employees do not support their families. Our Education system prepared humans to be employees and has not taught them to design a life larger than work. Also, many of the employees traveled from tier 2 and tier 3 cities, and for them, work is life; thus, life engagement outside work/ not associated with work and colleagues is rare.

With the onset of Covid-19, the government locked down the city, restricting movement and business transactions, limiting the way people live and transact their lives and businesses. Initially, all the IT Services companies in Bangalore have declared work from home. Later as the situation improved, today IT services companies are offering (including mandate) for 50%-80% of their workforce to work from home. Work environment and work from home were among the key parameters used to stimulate employee engagement.

This part of the research is to understand the impact of Covid on employee engagement (forced work from home and deprived work environment). The study also considered that employees have personalities and personal engagement factors, which could have played a role in employee engagement.

Employees defined Employee engagement as a state when an employee is naturally (no external force) involved with his/her work. Few of the employees related engagement with happiness, comfort, and productivity-related to work. The majority of the employees refused to accept the extended working hours as the definition of an engaged employee. Many employees stated that

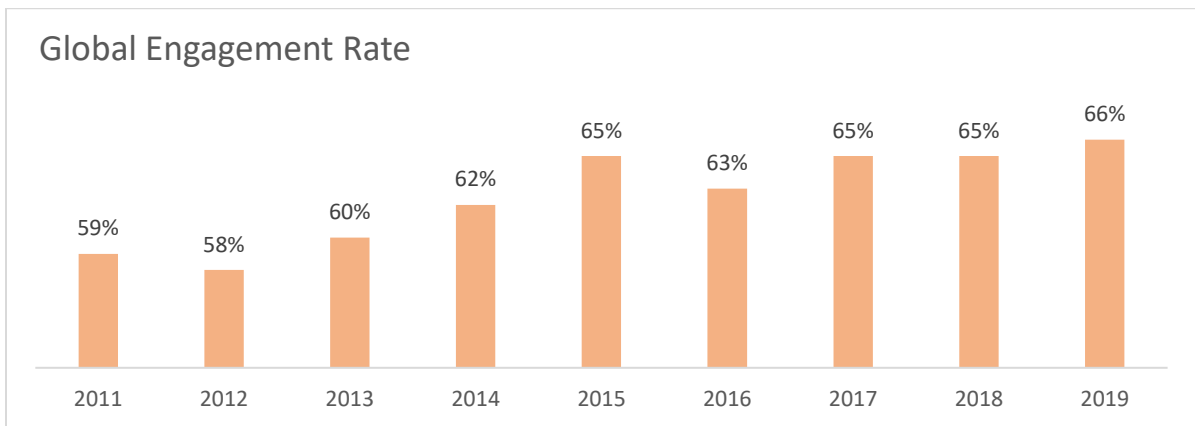
"We do not know how to be self-engaged," "work-life is the only life," "There is no time for any social activities after office."

1.5. Employee Engagement in Global Perspective

Gallup's 'State of the Global Workplace' (2017) states that in Western Europe, only 10% of employees are engaged, while 19% are disengaged, and 71% as not engaged at work. Global spread or engaged, disengaged, and not engaged are 15 %, 18%, and 67%

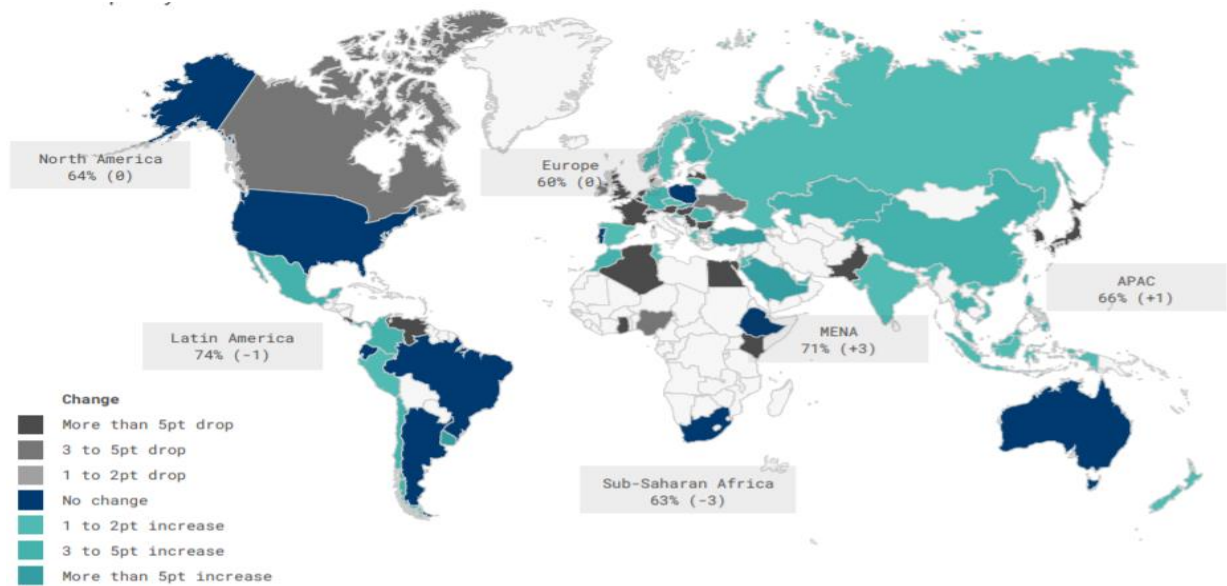
Kincentric (2019), the global employee engagement rate is 65%, which is slightly better than last year.

Figure 1.5 - Global Engagement rate – 2019 Kincentric report



Source: Global Engagement rate – 2019 Kincentric report

Figure 1.6 - Kincentric, Trends in Global Employee Engagement 2019



Source: Kincentric, Trends in Global Employee Engagement 2019

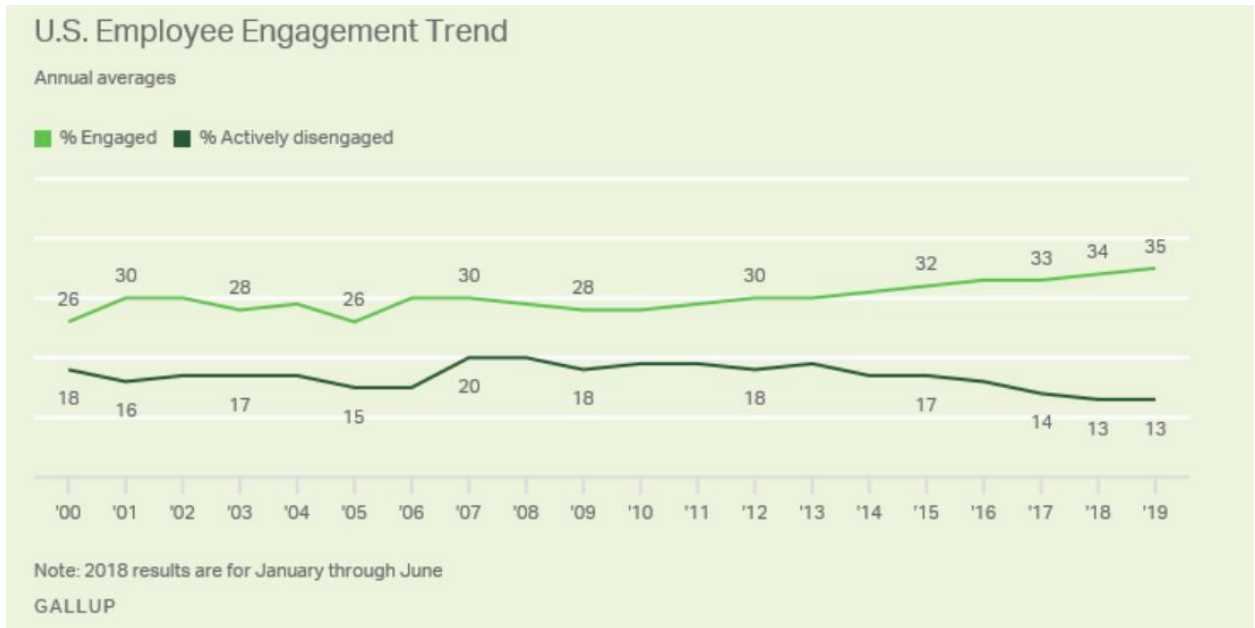
North America and Europe maintained their engagement rate (64%); however, Latin America’s engagement rate declined by 1% (74%). While the middle east and north Africa gained 3%, sub-Saharan Africa lost 3%. APAC improved its employee engagement rate by 1%.

Mercer (2020), in their Global Talent Trends, highlighted that Supporting employee’s health and wellbeing is on 48% of executive top workforce concerns. Wellbeing as a parameter was not there in consideration during last year’s survey (COVID-19 Effect), Among other parameters on executive’s top employee concerns, the Diverse talent pool has lost the mind share by 7% (46% to 39%), and automation’s mind share has gone up by 2% (42% to 44%).

1 in 3 employees would like to work for organizations that show responsibility towards all the stakeholders. Replacement of full-time workers(77%), loss of job due to technological disruptions (33%), Expectation around a fair rewarding system (50%), wellbeing (49%), and strong corporate and mission motivates 37% of employees.

72% of baby boomers intend to work past retirement but only approx. 50% feel equipped, where more than half of Gen X thinks that opportunities are limited, mainly due to extended working by baby boomers. Only 47% of Gen Y believes that there is a supportive structure for a career change. Gen Z expects promotion every 12 months.

Figure 1.7 - Gallup US Employee Engagement Trend



Source: Gallup US Employee Engagement Trend

Gallup (2020), US employee engagement is at a ten-year best record at 35%, so is the % of the disengaged employee at 13%. 52% who are not engaged but also not disengaged are those who come to the workplace to do their job and not ready to invest more time at work. They also may be looking for alternate employment options.

Employee Engagement in India

Mercer (2018) reported that during 2012-2016, India had maintained a steady level of engagement, above the global average.

Chaturvedi, Vikas et al. (2018), a report by Gallup, “India needs to engage its workforce to sustain recovery,” reports that Engagement in India unique and very different than that of other big employment economies. Family-owned business constitutes almost two-thirds of India’s GDP and approx. 50% of India’s workforce work for family-owned businesses.

50% of the young workforce (15-29 yrs.) are out of work, and full-time employment is available to only less than one-third of India’s population. On Age count, 13% of Millennials, 14% of GenX, and 15% of baby boomers are engaged

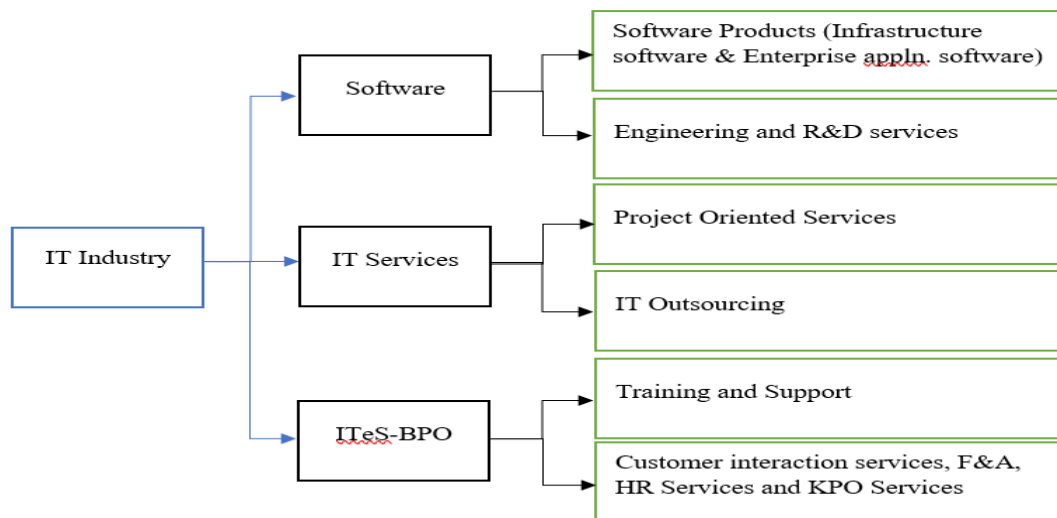
TINYpulse (2019) reports that 43% (25% in 2018) of workers blame weak company culture and are ready to leave for even 10% of salary change. Managers feel strongly about the management team. 39% of managers strongly agree about transparency in the management team;

however, only 22% of employees agree with their managers’ openness. Only 33% of employees received recognition the last time they went the extra mile at work, and just 25% feel highly valued at work. 91% of people positively rate their co-workers, yet only 9% of people think their average co-worker is very happy. Communication, systems and processes, leadership, work overload, and office politics continue to be the most troubling issue.

1.6. IT Services Sector

Indian IT Sector comprises IT Services, ITeS-BPO, and Software. IT sector contributes around 7.9% to the Gross Domestic Product (GDP) of India. With a 55% market share in global services outsourcing (\$185-190 Bn), India is the world's largest sourcing destination. (SESEI, 2019 ICT Sector Report). The global sourcing market in 2020 is at \$200-250Bn and continues to hold the market share. IT Service is driving the outsourcing market in India.

Figure 1.8 – IT Industry - Sector Break up

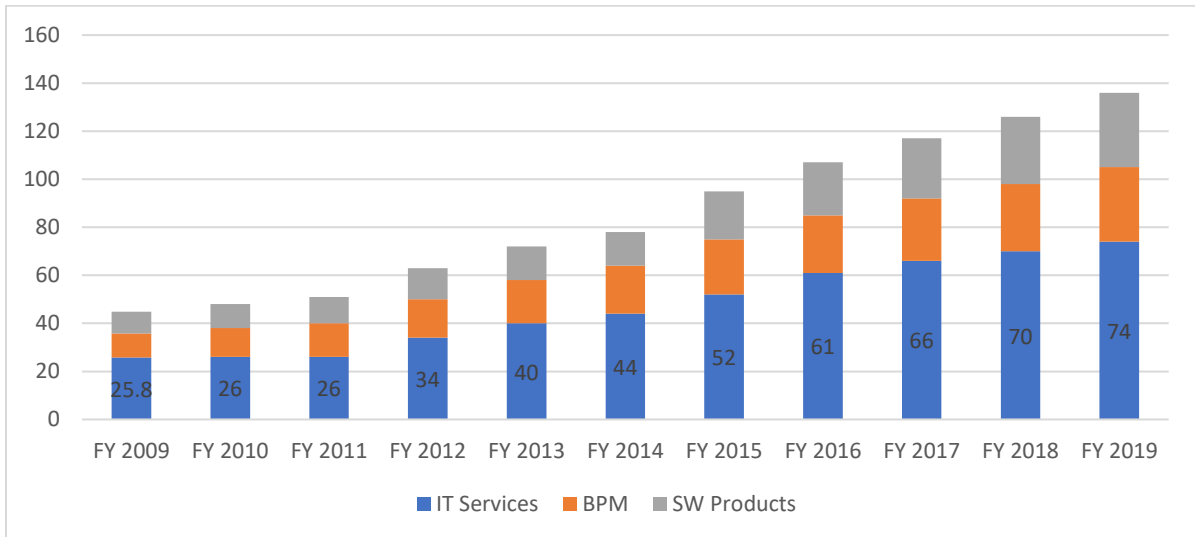


Source: IT Industry - Sector Break up, IBEF

Bangalore, Chennai Gurgaon, Hyderabad, Kolkata Pune, and Mumbai are significant cities from an IT services perspective.

Indian IT service players have set up 1,000+ global delivery centers in about 80. They have become the world's digital capabilities hub, with around 75 percent of international digital talent present in the country.

Figure 1.9 - IBEF – Exports in Bn USD

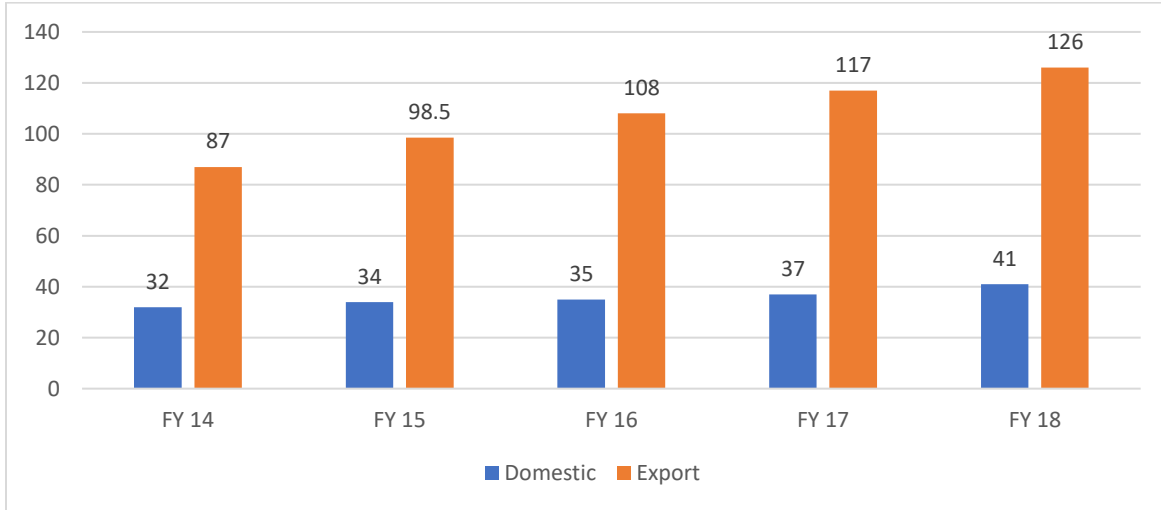


Source: IBEF – Exports in Bn USD

With 4.36 million employees (approx. 30% are women employees), the sector generated \$180 Bn in 2019 and estimates FY 20 at \$191bn and \$350 Bn for 2025. Domestically, Sector contribution to GDP continuously increases from 1.2% in 1998 to 7.9% in 2019. Between the fiscal year 2009-2019, the industry added 105bn in revenue, created 2Mn+ jobs, brought 50+Mn FDI, and created 10000+ technology companies. Last FY, the cumulative FDI inflow is worth US\$ 44.91 Bn.

The overall growth of this sector during FY14-FY18 is as below: value in Bn USD

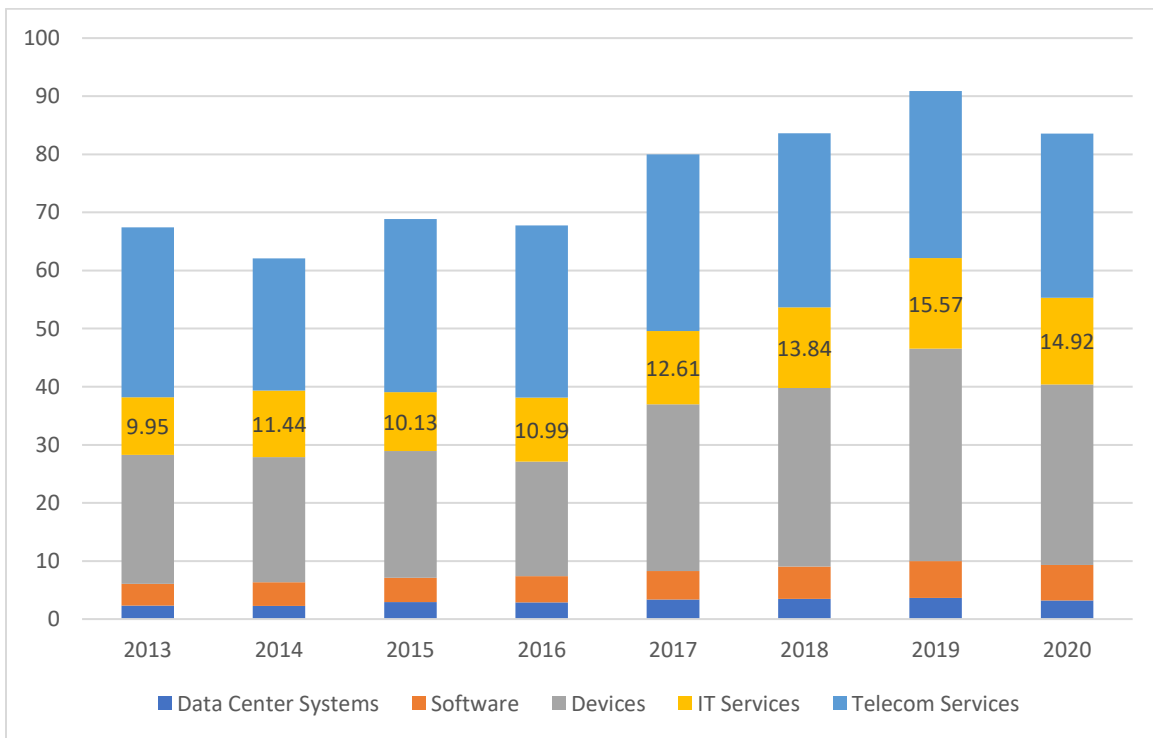
Figure 1.10 - IBEF FY14-18 Domestic and Export data in Bn USD



Source: IBEF FY14-18 Domestic and Export data in Bn USD

The government has notified various incentive schemes, e.g., the SEIS scheme, Champion Sector, to promote the IT services business.

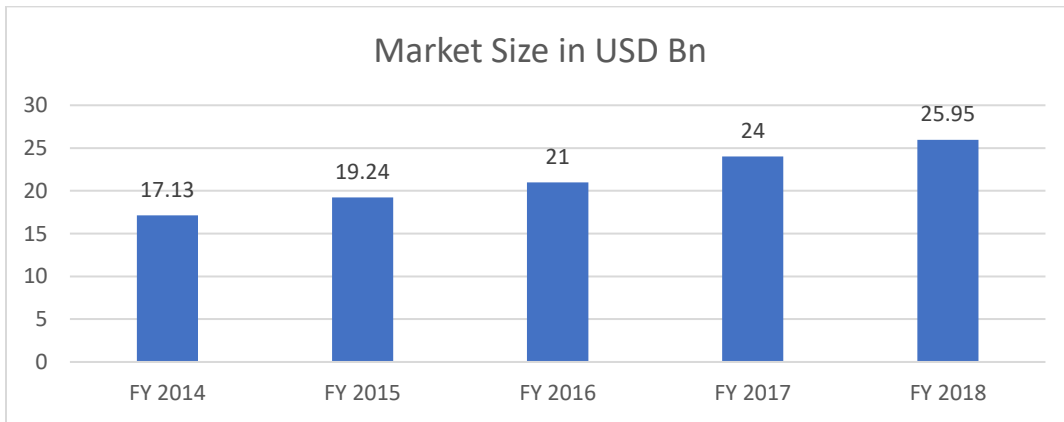
Figure 1.11 - Spending in the IT Industry in Bn USD



Source: Spending in the IT Industry in Bn USD, IBEF

The revenue estimate for FY 2020 is at \$84Bn. The impact of COVID-19 19 is visible via a decline in \$7Bn revenue. The market size of the domestic information technology industry across India from FY 2014 to FY 2018.

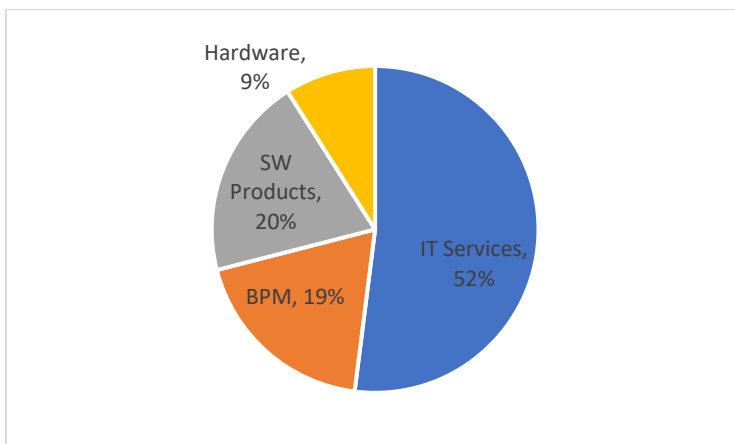
Figure 1.12 - The domestic market size in India FY 14-18



Source: MEITY, India

The domestic IT industry’s market size was approximately 26 billion in 2018, an 8% increase from the previous year. IT Services constitutes 51.8% of revenue, which is at \$86 Bn. 81% of this revenue is from the export market.

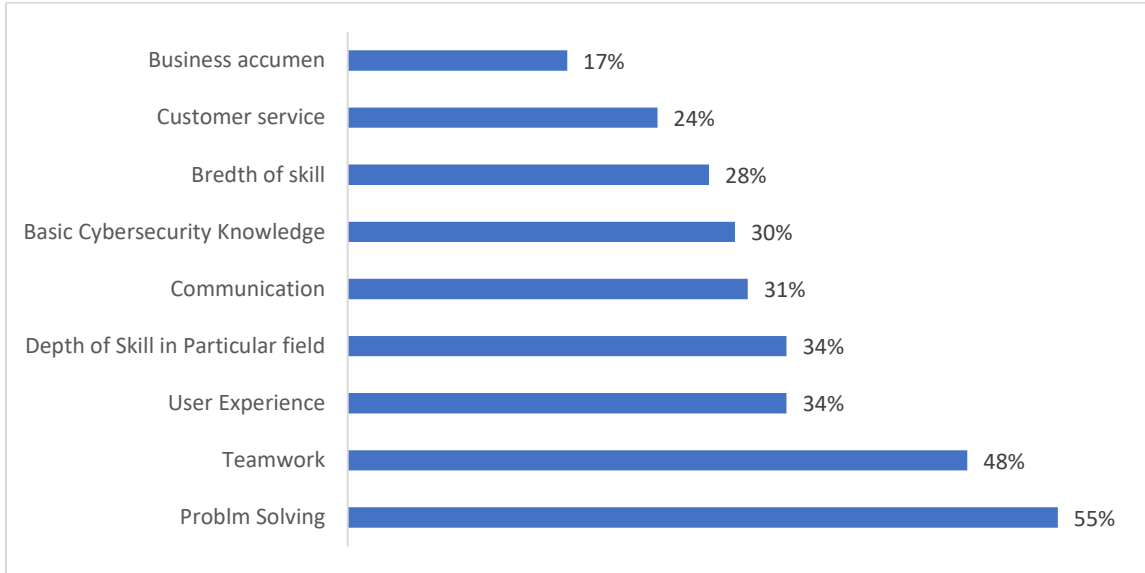
Figure 1.13 - FY18 data on Sector-wise Break-up of Indian IT market



Source: FY18 data on Sector-wise Break-up of Indian IT market, IBEF

As per the 2018 skill survey, Below are skills that IT Manager are looking for during the hiring

Figure 1.14 - Skill used by IT Industry for recruitment



Source Skill used by IT Industry for recruitment, IBEF

1.7. The Relevance of the topic

Mann, Annamarie et al. (2016), *The Worldwide Employee Engagement Crisis*, employee engagement in the US is at 32%, and globally it is 13%. Globally, organizations have clearly understood employee engagement; they are running different engagement programs, yet the global engagement level is approximately 33%. The intriguing question is why organizations are not able to increase the engagement rate.

Gallup explains this as a divide in the industry concerning running the process. The industry is experiencing a 180-degree phase shift approach taken by the companies. On one side, we have companies that use scientifically and experientially validated methods; on the other side, and we have companies that use invalidated, unfocused annual surveys.

According to Gallup (2017), only 15% of employees are fully engaged with their respective organizations, and the remaining 85% are either partially engaged or not engaged.

Quantum Workforce report (2018), for US geography, reports that retention is still a struggle. Managers care for employee development but cannot deliver. New employees are most engaged, but engagement level dips in the second and third year of employment before rising again, and the engagement level increases with the tenure

Keka, an employee experience platform, in their e-white paper (2020), reported that 79% of employers believe that they have retention and engagement problem.

This study will help us explore and examine the engagement parameters from the employee's perspective and provide the engagement activities and programs run and managed by various employers. Projected findings from the study are to throw light on what employee thinks about what keeps them engaged and their definition of engagement.

The HR function of IT companies in Bangalore will find this study useful. The significant relationship among the parameters will provide a guideline for the experts in designing a suitable employee engagement program with all-important engagement parameters. This study will help build a model to understand the employee type who fits best to organizational objectives and enhance engagement quickly. The study also can drive the employee recruitment strategy (Hire those who get engaged fast), Retention strategy (Culture and benefits alignment), and Workforce Re-alignment strategy (Remove/ replace employees).

1.8. Research Problem Statement

Industry and workspace are changing continuously. Technology has impacted the business processes; in the last ten years, technology shapes the business process and the people involved in these business processes. Globalization, multi-generational workforce, and now the pandemic are environmental conditions that keep testing the emotional, cognitive, and physical

relationship between employee and employer. Problems identified to be explored and examined in the study are:

1. Male and females may have different social responsibilities and positions in their society, forcing them to think differently. Therefore, it is essential to explore if the employee engagement parameters among males and females are different. The research will explore if there is a significant difference of opinion among the respondents on employee engagement parameters based on gender.
2. We human beings learn and get experience over a period. Age and knowledge (Education qualification or work experience) increase the maturity among people; therefore, it is essential to explore if the employee across different ages, educational qualifications, and work experience have a significant difference of opinion on engagement parameters.
3. When we work to build a solution, we, in the process, create a better understanding of the issue and the environment. Employees with people management responsibilities understand the challenges from employers as well as employer perspectives. The dual role, at times, does make them more balance or better informed. As a researcher, therefore, the question is, are the people manager or those who manage employee engagement programs think differently on the engagement parameters compared to others.
4. Are employees who are involved in the implementation or management of employee engagement programs are more engaged? If not, then will they be able to execute the engagement program successfully? Therefore, it is essential to explore if there is a significant difference of opinion among the respondents on employee engagement based on whether people are involved in managing employee engagement programs.

5. Like we humans, every place or city has its characteristics. We know the city as a cultural city, financial city, electronic city, and likes. The environment we live in shapes our personalities; this research explores a significant difference of opinion among the respondents' employee engagement parameters based on place of living.
6. This research explores and examines the relationship of engagement parameters among themselves and with overall engagement. If there exists a significant positive relationship between the parameters of employee engagement and the overall employee engagement and if the parameters of employee engagement have a substantial impact on the overall employee engagement.

1.9. Scope of the Study

This study is about the parameter and practice of engagement, followed by employees and employers and the IT companies. The research focuses on employees living in Bangalore. This study will explore variation in selecting engagement parameters with widely spread respondents' profiles across gender, age, educational background, and city where they lived for the maximum amount. The study will explore the correlation between parameters. The study will help us understand if they (and to what extent, if they) influence each other. Through multiple regression, this study will also try to understand the statistical relationship of engagement with its parameters

1.10. Chapter Schema

This thesis has three parts.

Part I covers the table of content, acknowledgments, certificates along with the main title page.

Part II is a collection of five chapters. Chapter one is the Introduction; Introduction helps to understand the subject at an overall level, background, motivation for the study. This chapter presents the thesis's scope and details based on its interest, covered through various chapters.

Chapter two includes literature surveys for engagement parameters and engagement practices.

Literature from Industry Reports published research paper by academicians across journals, Engagement models proposed and used by big organizations, and employee engagement practices used by various corporates in India. Chapter three is a Research Methodology, which introduces the methodology used for the research. Research Question - Statement of the Problem - Objective of the Study - Pilot Study - Hypothesis Formulation - Research Design - Sampling Plan - Data Collection followed by Summary. Chapter four is data analysis and Interpretation. This chapter provides information about various statistical tools used and analysis to arrive at multiple interpretations. These interpretations lead to information from collected data.

Chapter five is the final chapter, provides the entire conclusion based on the analysis and Interpretation and from the focus group discussions.

Part III covers the Bibliography, a Questionnaire, and a Discussion guide along with the list of publications.

1.11. Summary

The introduction chapter provides the foundation of the research to its readers. The chapter ensures that readers only understand the purpose, scope, and relevance BUT also get the view

of the subject and its usage in the current form, Research topic, studying the engagement parameters and practices considered by employees and employers of IT companies Bangalore. The study further investigated the respondents' engagement parameters' association with different gender, ages, educational backgrounds, and socio-cultural backgrounds. The place where respondents lived for the maximum duration (during childhood or education) provided the socio-cultural environment. City type (Big and Small-relatively) will help understand if engagement has any connection place where respondents have lived for longer durations. The chapter also captures information about the research problem, relevance, scope, and expectations in the chapters to come.

CHAPTER 2 – REVIEW OF LITERATURE

CHAPTER 2: REVIEW OF LITERATURE

2.1. Overview

Review of literature is the most important and critical in any research. It helps us understand the background, methodology, and findings of various other researchers in the same area. It also motivates us to explore the subject from gap and application to a specific scope area.

“On the Origin of Species” (Darwin 1859) formulated and documented the human evolution theory. The process explains the changes in physical or behavioral personalities over some time. During earlier days, the physical part was significant, and survival was mostly physical, but the most important one was the adaptation to the environment.

It is the behavioral part, which motivated researchers to explore and build an understanding of human beings. Businesses use the knowledge of employee engagement for productivity, efficiency, effectiveness, and other business interest. Humans in the employment environment are called employees, but they are still human.

Let’s take stress and strain as a parameter; due to this, humans behave differently in the morning and the evening (after day-long work). If performing the physical work or mental work, the same person may respond differently to the “stress and strain” parameter, and this tells us that environment in which these parameters are applied is equally important. This study is about understanding the parameters that keep employee engagement and the practices (environment) where these parameters are used to keep employees engaged.

Employee Engagement as a subject was discussed, explored by a different set of researchers over a long time. Research focus varied differently and changed its focus in every decade. In the literature review, we can categorize all the research into two parts, i.e., pre-1990 and post

1990. The pre-1990 era was more about the people-focused study; however, typically the 1990-2000 period, research was in transition, focusing on both human and usage aspects. In post-1990, research moved to use the subject in the corporate environment. The focus was to “monetize” or “take advantage” of the subject, unlike pre-1990, which focused on understanding humans.

The literature review is grouped into two parts – (1) Engagement parameters, (2) Engagement practices.

2.2. Introduction and Definition of Engagement

Organizations have increased their investments in building a competitive advantage by developing employee commitment and engagement. Despite increased spending, research indicates that employee commitment and engagement are not improving accordingly, possibly putting employee-generated competitive advantage in jeopardy.

Holistically, employee engagement is a direct function of Employee and Organization. All definitions of engagement include the three dimensions of engagement shared by Kahn: emotional, cognitive, and physical.

2.2.1. Definitions around Emotional Dimensions

Robinson et al. (2004), through a series of research, highlighted the importance of sense being valued and involved as the key driver for engagements. Numerous elements have a changeable impact on the feeling of the employee. An organization must understand these elements. Through their research and findings, Lucas et al. (2006) gave importance to the employee voice and opinion, the involvement of employees in the decision-making process. Lawler and Worley (2006) explained that employees must be given power and have the liberty to control their

destiny to have better employee engagement. Penna (2007) related engagement with the feeling of the value an employee perceives.

Beardwell and Claydon (2007) explained that engagement comes through employee involvement. Engagement is all about capturing the ideas of the employees and securing their commitment to their ideas.

2.2.2. Definitions around Physical Dimensions

Nancy Rothbard (2000) paid attention to the roles of employees and their effect on engagement. Research shows that the amount of time the employee uses to think about their role and the number of time employees engrossed with their role from work defines the level of engagement. Schmit (2004) explained the organization's health and well-being as a factor of engagement. The assertion that to achieve engagement, the organization must build a supportive environment and enable workplace well-being.

Michelman (2004) explored the Manager's contribution as a parameter of engagement. Being able to recruit the right capability, set correct expectations with the right dose of motivation and development will ensure proper engagement. Engagement is a direct function of the Manager's ability to seek the right fit employee, support the employee with performance reward, and develop talent through meaningful assignments.

Moorcroft (2006) explained that we could achieve employee engagement if we involve employees and make them part of business outcome management. Bakker, Albrecht, Leitner (2011) demonstrated that one of the critical features of engagement is being absorbed and energized by one's work.

2.2.3. Organizational Commitment and Employee Engagement

Saks (2006) explained organizational commitment as an employee's attitude and attachment towards their organization. At the same time, engagement is the degree to which an individual is attentive to work and absorbed in their role, which is more than an attitude.

2.2.4. Involvement and Employee Engagement

May et al. (2004) explained job involvement as a state of mind, purely cognitive, whereas engagement is how persons employ during the job.

2.2.5. Satisfaction and Employee Engagement.

Schmidt (1993) explained being satisfied and being involved (with commitment and being satisfied) as two different positions and as a possible explanation for employee satisfaction and engagement. Engagement is a broader perspective that includes both satisfaction and commitment.

Abhishek Mittal (2011) explains that satisfaction is monologue and engagement as dialogue. Satisfaction is the degree to which employees are happy and able to fulfil their "desires and needs" to work.

2.2.6. Motivation and Employee Engagement.

Paul Marciano (2011) explains the finding of this research through the analogy of game and player. Motivated employees are like those players who come to play and moves on to other roles. Their involvement in the games is related to the benefit it brings. In the event of reduced benefit or no benefit, these players may not come to play. On the other hand, engaged employee loves the game and do not have any further involvement. Even with reduced benefits, he will continue with the game.

2.2.7. Engagement as Opposite of Disengagement

Through the study, Ayers (2006) relates disengagement (Opposite of Engagement) to cancer that may gradually degenerate the organization. Unable to control burnout and disengagement often leads to hurting customer satisfaction, employee retention, and productivity. While the majority of the research focused on the engaged, this study focused on disengagement. Interestingly, few research studies show that employees generally do not seem to be engaged with their work. This paper looks at the impact of “the presence of disengagement” than the direct “presence or absence of engagement.”

2.2.8. Challenges around Employee Engagement

Seppala, Emma & Moeller, Julia, 2018, 1 in 5 Highly Engaged Employees are at Risk of Burnout, Harvard Business Review, discuss the fact that HR efforts were mostly around promoting employee engagement. However, stress and burnout among employees become the primary concerns when we excessively look for increased engagement. 64% of those employees who are engaged and exhausted reported experiencing high demands (concentration and attention) from the organization continuously.

2.3. Engagement Parameters

Abraham Maslow (1943), through his book “A Theory of Human Motivation,” wrote extensively about human need. Every individual (employee) continuously uses their efforts to satisfy their perpetual needs. When organized in a hierarchy of importance, needs, it keeps humans involved and motivates a person to achieve them. An engaged employee typically has gone through the need cycle. These employees’ needs starting from physical to self-actualizations are satisfied, and such employees

find the meaning of fulfilment in life through work. Erving Goffman (1956), through his book (“The Presentation of Self in Everyday Life”), proposed the word “Embracement.”

Embracement is the investment of self and associated dynamism into their characters.

Attachment to character and behaviour that indicate attachment/lack of parting between a human being and their role is a direct indication of embracement. Employee engagement and embracement are very similar concepts.

Herbert Kelman (1958) provided details for the difference between obedience and internalization, push vs. pull idea, through an experiment on black American students. The study proves that the internalization condition makes the decision making it easy for an individual if they want to free decisions based on their choices. Research showed that it is essential to have the freedom to express an opinion. It is a state of internalization which helps employees achieve a state of engagement.

Frederick Herzberg (1959) proposed the theory of the intrinsic and extrinsic factors on employee engagement. He interviewed more than two hundred engineers and accountants to understand the thought of people (as an employee) towards work. He then proposed the dual-factor theory of motivation. This study also defined a set of hygiene features. Hygiene features are those features, the presence of which may not add any additional value, but the lack of which may be harmful. It is these inherent job factors or stimuli that are key in making people happy with their job. Employee engagement is all about satisfying the hygiene factors.

Douglas McGregor (1960), in his book “The Human Side of an Enterprise,” spoke about the “Principle of Integration.” McGregor reported that the effectiveness of an organization was proportional to the untapped potential of its resources. Employee Engagement is a state where an employee’s interests connect with that of the organization.

Chris Argyris and Edgar Schein (1960) developed the concept of “Psychological Contract.” The psychological contract refers to the connection between an employer and its employees and specific expectations which they have with each other from inputs and outcomes perspectives. The psychological contract balances employer-employee relationships, determining the treatment employee get and the effort and commitment the employee puts into the job.

Three types of motivational needs were identified by David McClelland (1961), in which an individual anchors oneself in an organizational setting, a) Achievement Motivation, b) Power Motivation, and c) Affiliation motivation. Employees always look for one or a combination of motivational factors. These motivational factors force an organization to understand the motives of employees in totality. The ability of the individual to bring with all motivational factors leads to a state of being engaged.

In late 1990, The Gallup pioneer in employee engagement study has published its Q12 (2008) Gallup Management Journal by John Thackray. As per the Gallup researchers, there were 12 key expectations, when satisfied, formed a good foundation for the engagement. Four groups are created from these 12 expectations: the basic needs of an employee, Management support, Teamwork, and Growth. Gallup instrument categorizes the engagement into three groups, engaged, not engaged, and disengaged.

According to Kahn (1990), people can use varying degrees of their selves, physically, cognitively, and emotionally, in the work they perform. It seems that the more people draw on their selves to perform their roles, the more stirring their performances. The individuals who are engaged become physically involved in tasks, are cognitively vigilant, and become connected to others in the service of work they are doing.

Maslach et al. (2001) defined employee engagement as “a determined, optimistic emotional-motivational state of contentment in employees categorized by high levels of stimulation and pleasure.”

Harter et al. (2004) say that “in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances.

The Corporate Leadership Council (2004) proposed and presented their employee engagement model of employee engagement. CLC models explain the engagement with two critical factors, (1) how hard the employee worked and (2) the tenure. Employee brings a rational and emotional commitment to their job. They use this emotional connection through work, team, Manager, and organization that resulted in an employee using a) discretionary effort and b) intent to stay.

John Gibbons (2006), in his paper, had identified six critical drivers of employee engagement. The engagement drivers were co-workers, trust and integrity, pride in the organization, nature of the job, a connection between employee and company performance, growth opportunities. Engagement is when an employee feels sensitive, emotionally connected with the organization, and applying more significant discretionary effort to the work.

Fleming et al. (2005) have stated that the consequences of employee engagement are supported to be precisely what most companies are seeking. An employee who is willing to engage with more discretionary efforts, employees who are more productive, less prone to error, contributes more to profitability, remain physically safer and healthier, less likely to be absent, and virtually less likely to quit the organization.

Saks (2006) defined employee engagement as “discrete and prime factors which include cognitive, emotional, and behavioral components. These components are related to individual role performance”.

Wagner and Harter (2006) feel that engaged employees average higher customer satisfaction ratings and generate increased revenue.

Czarnowsky (2008) says that employees who are mentally and emotionally invested in their work and contribute to their employer's successes are defined as engaged. The psychological state of an engaged employee is an antecedent to behavioral engagement encompassing the constructs of satisfaction, involvement, commitment, and empowerment.

Czarnowsky et al. (2008), through their research, suggest that there is a direct linkage between employee engagement–profit. It is due to this linkage that corporate leaders consistently rank the development of an engaged workforce as an organizational priority.

Macey and Schneider (2008) feel that as professional societies, consulting groups, and organizations embrace the employee engagement concept, drawn to its potential to solve intractable problems, two significant challenges have surfaced. The first challenge revolves around employee engagement and its definition.

Questions were to explore whether the concept of engagement is just a repackaging of employee satisfaction and commitment or whether companies should seek active displays of engagement as part of their pursuit of organizational outcomes. Unfortunately, numerous consulting firms who claim to have developed interventions that aid organizations in creating employee engagement lack even a working definition of the concept, referring to engagement only as a “persistent positive state.”

Howard and Foster (2009) explored employee engagement as a competent tool in talent management. This tool not only strengthens the attractiveness of the organization but also enhances the corporate image. This image building happens with a contribution from a low attrition rate. The implications are that engaged employees either directly or indirectly project

a positive image of their organization because their commitment portrays a responsible company.

Stone et al. (2009) feel that engaged employees have a much smoother relationship with their superiors than the disengaged ones.

Mark Gatenby et al. (2009) observed engagement be a two-way relationship, where both employee and employer will have to reciprocate to create an engagement culture. In this two-way relationship, the employer makes a great work environment that places flexibility, change, and continuous improvement as a hub for an employee to move as engaged spokes.

Markos and Sridevi (2010) have stated that there is a paradigm shift in recent times towards the development of casual models that help better to explain employee engagement in a modern organizational setting. This study helps to build and assist in creating an appropriate linkage between theory and practice. The research identified ten step-points to engage employees in any organization. Key team points are, start it on day one, start it from the top, two-way communication, opportunities for development and advancement, tools to do the job, training, feedback system, Incentives, corporate culture, and focus on best employees

The British government formed the employee Engagement Task Force (2011). The task force conducted a series of seminars, interventions, and publications to socialize the industry with this thought of employee engagement. The engagement was said to be the conditions that an organization creates in which employees freely offer more of their capability and potential.

Bhatla (2011) focused on the progress and work efficiency of the organization. It is the progress and work efficiency where organizations need engaged employees. The study also explored the issues confronted by the people managers to improve employee engagement.

Yasmin Janjhua (2011), through her study, proved that characteristics of a job contribute to individual and organizational engagement. Employees get more occupied and engaged in their work because of variety, freedom, identity, and proper feedback. Engagement, therefore, leads to increased quality, productivity, and efficiency. Perceived organizational support significantly enhances the level of employee engagement.

Ncube, Farai et al. (2012) presented the importance of employee engagement in the hospitality industry. While this research also highlighted the other factors leading to competitive advantage, the focus was more on employee engagement. The study provides strong evidence that highly engaged workgroups outpace groups with lesser employee engagement.

Dharmendra Mehta and Naveen K. Mehta (2013) focussed on different facets and parameters of Employee Engagement. A secondary research-based study can help to provide an indication and orientation on some of the theoretical and practical work undertaken in the area of employee engagement.

Kumar, Vibhash (2013), in his Doctoral thesis, Employee engagement: a study of select organizations, Department of Commerce, University of Delhi, used 332 responded data from the Information Technology (IT), Banking, and Education sector. The resolve of the research was to study the construct of employee engagement following the literature and study of the antecedents and consequences of employee engagement. A literature review contributed to find and establish the input parameters for employee engagement. This study has been an exploratory study, where reliability and validity tests were performed for each predictor—the stratified random sampling method used for data collection.

Exploratory Factor Analysis and Confirmatory Factor Analysis establish the construct validity viz., convergent and discriminant validity of the factors. Six engagement parameters, e.g., Employee - Manager Relations, Rewarding Co-workers

Relations, Spirituality and Alignment, Psychological Meaningfulness, Employee's Job Resources, and Physical and Emotional Engagement were identified through the tests of validity. The study also built an engagement model and tested the causal relationship of employee engagement with the various consequences identified, e.g., In-Role Performance, Organizational Citizenship behaviour, Job Involvement, Job Satisfaction, and Intention to Stay.

Ghamawala, Rashmi et al. (2014) performed a comparative study to understand practices related to Employee Engagement at private and public sector banks. The aim was to recognize the factors that promote practices that improved employee engagement practices. This study had a sample of 100 employees. Open Communication, Loyalty, Equitability, Knowledge Sharing were prominent cultural factors, while the least elements are Celebrating Success, Motivation, and Participation in PSU Banks. On the other hand, private banks fared better on Interpersonal orientation, loyalty, caring culture, growth, and advancement. Simultaneously, private bank employees found improvement areas as motivation, open communication, mutual respect, trust, and risk-taking culture. Job Clarity and Job Satisfaction were most important for employees in PSU banks.

Jabeen, M et al. (2014) enlightened from their study that industry is in the transition from HRM to Human Capital. Research shows that organizations are now competing to attract, recruit, and retain their competent and engaged workforce. Talented and engaged employees have proven to be the force behind successful organizations. HR Managers are studying various strategies and methods to manage the talent pool. This paper attempts to explain the constituents of

Employee Engagement. Factors identified in this study are Two-way Communication, availability of resources, training, Benefits, and useful feedback mechanism. Contribution from Highly engaged employees is substantive, and Disengaged employees are often a severe problem for the organization.

V.R., Bhargavi (2015), in her doctoral thesis, A Study on Employee Engagement and Its Impact on Organizational Effectiveness in Select Global Companies in Bangalore City. This thesis and report, examine the factors that influence and shape employee engagement in the context of the global companies in Bangalore city. The study was to measure the current engagement level of employees and their impact on organizational effectiveness. The study was empirical, and data analyzed using quantitative research techniques. Data has been collected using the survey method. The

structured questionnaire technique helped to gain insight into the issues explored in the study. Respondents were selected using a minimum of 3 years of work experience as qualifying criteria for data collection. Journals, books, and websites contributed to secondary research. Respondents from eight foreign global companies operating in Bangalore city contributed to the research. The study followed a two-stage sampling design. In the first stage, eight foreign global companies, having more than 150 employees' strength (in the company unit), earning more than the US \$ 5 billion (globally), and based in Bangalore, were selected. In the second stage, six hundred random employees were approached to fill in the developed questionnaire. Data analysis completed using the Mean Percentages, Standard deviation, Chi-Square test, Karl Pearson's correlation coefficient, and regression analysis to analyze and interpret the data. Organizational culture contributing to dis-engagement is the finding of the study. Inadequate resources support, lack of co-employees support, dissatisfaction in the actions and behavior of

the senior management, annoyance concerning company Human Resources policies and procedures, and distressing opportunities are also contributing to the dis-engagement.

Graber, Sean (2015), *The Two Sides of Employee Engagement* explains the nine engagement archetypes, from people's perception of their job and mapping of how they behave at work. Employee perception captured in the study covers culture, job function advancement, company leadership, management, and total rewards. It explains six categories to report the behavior: level of effort, personal development, company locality, recreation, relationships, and temperament. An engaged employee with positive perception but with destructive behavior may decline to help, refuse additional learning and development, but the fact remains that the employee is engaged. Nine Employee Engagement Archetypes are

Table 2.1 – HBR, Nine Employee Engagement Archetypes

| | | | | |
|-------------|-------------|-------------|----------------|--------------|
| Perceptions | Positive | Brat | Under-Achiever | All-Star |
| | Indifferent | Delinquent | Drifter | Workhorse |
| | Negative | Saboteur | Cynic | Martyr |
| | | Destructive | Neutral | Constructive |
| | | Behavior | | |

Source: HBR, *Nine Employee Engagement Archetypes*

Chamorro-Premuzic, Tomas et al. (2016), the paper "the dark side of High Employee Engagement," describes the correlation between engagement and performance. The paper explains that the correlation is far from perfect; the best-performing team is often the least happy, how the pressure of getting along forces people to stop thinking about getting ahead. Too much good thing effect suggests that any psychological attribute is problematic at a very

high level, where greed and eccentricity are derived from ambition and creativity, respectively. Employees starting to accept the status quo, facing burnouts gives an unfair edge to certain personality types and undermines the benefits of negative thinking.

Jeevithaa, P (2016), in her doctoral thesis, *A Study on Employee Engagement of Select IT Companies in India*, Department of International Business, Pondicherry University, used a sample of 785 respondents across five companies and gender spread of male: female as approx. 60:40. 60% of the respondent was less than 30 years of age and approx. 5% of the respondent above 40 years. 62% of the respondent were graduates or less, and the rest were postgraduate and above.

This study investigated understanding the effect and impact of multiple variables viz. organizational climate, leadership, employee commitment, and job satisfaction to employee engagement.

The hypothesis was made based on gender, age, education, come and marital status, and study variables. Various analysis using the subject shows that there is

1. No relationship between the respondent's demographic profile and the variables used in the study and
2. Study variables enjoy good relationship among them

Parameters in organizational climate include Role clarity, respect, communication, Reward, autonomy, trust and confidence, and Growth and development.

Sayeed, Shehla (2016). In her doctoral research, an analysis of the post-merger effect on employee engagement in select banks in India, a causality analysis, the Department of Commerce and Management, University of Kota. Shehla explored to identify possible parameters related to employee engagement and the post-merger influence on the engagement

levels of the employees in organizations. The practical context chosen were selected banks in India that had recently implemented organizational restructuring.

The analysis was done to group the profile of respondents and examine its association with Employee Engagement. Also, to identify the general causes of Employee Engagement and their relative propensity post-merger in the banking industry and to study behavioral patterns exhibited at the workplace post-merger in the banking industry

Two hundred forty-three respondents contributed to the study. Age, Gender, Marital Status, Formal Position in the Organization, Educational Qualification, and Length of Service were parameters for the respondent's profile. Around 22% of respondents were less than 30 years of age and approx. 25% of respondents were more than 50 years. Gender distribution was almost equal.

The study wraps up that most of the Employees of the acquired banks have agreed that post-merger, employees take the situation as an opportunity. A total of 86.83% of the employees agree. Another key finding that comes from the study that 67% of employees disagree that they do not leave their work and go home earlier.

Sharma, Praveen Kumar (2016). studied Employee Engagement and Retention among Software Professionals. The research used his study to comprehend employee engagement and examine its relationship with core self-evaluations, organizational culture, job satisfaction, and employee retention and test the proposed framework among software professionals in India. A total of 410 respondents contributed to the study. Second-order structured equation modeling confirmed the relationship among variables. All the hypotheses were accepted, except one that had no significant relationship exists between core self-evaluations and satisfaction. The study concluded that core self-evaluations and organizational culture construct have a substantial

connection with employee engagement and employee retention. Additionally, employee engagement mediates the relationship between corporate culture and job satisfaction among software professionals in India. The findings are essential for enhancing the engagement and retention of software professionals.

Technology disrupted the world, and young employees can catch up fast. A high level of engagement of gamers leads the organization to use gamification as one way to increase the engagement of the employee. They are looking at converting many of the process interaction and learning funfiled using the games. Simpson et al. (2015), gamification is one way to facilitate the measurement of value add from HR. Fun and motivation as a base can lead to a virtual mesmeric experience and can be used in various aspects to increase employee engagement.

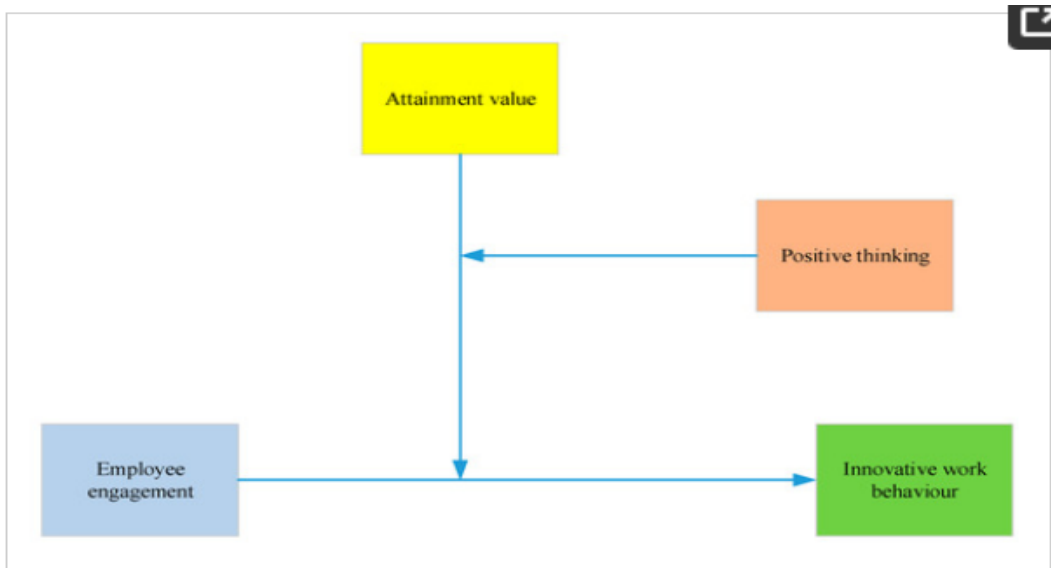
SHRM (2016) explored Employee job satisfaction & engagement. The study concludes that workplace conditions, opinions & behaviours of employees, and their ability to relate to their work lead to employee engagement. Other engagement parameters influencing employees' engagement levels are relationships with supervisors & co-workers, as well as employee's personal belief in their ability.

Bhalla (2018) examines the employee engagement parameters among selected IT companies in Noida and NCR. Parameters evaluated were Role Clarity, Adequate Resources, Effective Job Opportunity, Recognition, Support and Cooperation, Developmental Encouragement, Inclusiveness, Belongingness, Committed, Friendly Relationships, Feedback Appraisal, and Learning ad Development. Quantifiable evidence was drawn about the relationship between internal communication and employee engagement. The study has thrown light on the importance and prominence of organization-employee and supervisor-employee relationships

within the workplace. From the data analysis results, we can conclude that the employees know what is expected of them at work, and the organization encourages the sharing of information, knowledge, and resources.

Pukkeeree, Peerapong et al. (Aug 2020) explores positive thinking and the effect of accomplishment value as moderators of Employee Engagement and Innovative Work Behaviour.

Figure 2.1 - Pukkeeree, Peerapong et al. (Aug 2020), Engagement Model



Source: Pukkeeree, Peerapong et al. (Aug 2020)

The result of the study shows that engagement positively affects innovative work behavior. Also, positive thinking showed moderating effects with accomplishment value on innovative work behavior and employee engagement.

RitaMen, Linjuan (June 2020), in their article examining the effects of internal social media usage on employee engagement, explored the impact of social media on employee engagement. The study results show that employee engagement is driven by perceived transparency and is

the use of internal social media drives the perception of being a transparent organization, which, in turn, leads to employee engagement.

Li, Peikai et al. (Oct 2020), part of the research panel to explore the degree to which this relation is contingent upon (a) types of leadership style and (b) national culture. The study, "Country differences in the relationship between leadership and employee engagement," with a sample of 85K+ respondents across 45 countries, shows that supervision type leads to a negative, moderate and positive effect on engagement.

The negative effect is due to abusive supervision. Servant leadership (agile concept), empowering, ethical and charismatic management lead to positive outcomes. National cultural dimensions like gender equality, human -performance and future orientation, and power distance also moderates the engagement

This study is looking forward to providing a detailed plan that can stimulate leadership research and practices leading to leader development.

2.4. Engagement Practices

Ott C, Adrian, 2011, Are Scorecards and Metrics Killing employee Engagement? It highlights the challenges due to the rigid rules and metrics set, which directly/ indirectly disable the judgment ability of employees. Shifting accountability, adding more rules and policies when something goes wrong leads to tighter control on the one hand and more issues on the others. It is impossible to build practices and policies to cover 100% of the scenarios. Marilyn Strathern rephrased economist Charles Goodhart's statement as "When a measure becomes a target, it ceases to be a good measure."

2.4.1. Measurement of Engagement

Fuller, Ryan, 2014, A Primer on Measuring Employee Engagement refers to a Gallup study, suggesting increased engagement gives a 20% boost to productivity and profitability. It also refers to Gallup reports that only 30% of American workers and 13% of global workers engaged in the job.

The paper also suggests that companies might want to analyze a few scenarios (below) to get a better perspective on the measurement of employee engagement.

- 1) The way an employee uses their discretionary effort by working beyond regular working hours
- 2) Level and type of networks built by the people outside the team or region – This is a direct indication of high engagement
- 3) Participation in structured vs. Adhoc meeting – Participation in the only structured meeting is a sign of low engagement, and at the same time, participation in ad-hoc meetings is a sign of a high engagement

2.4.2. Engaging employees

Schmidt, Conrad, and Jean, Martin (2010), in How to keep your top talent, explain the organizational perspective that companies nurture rising stars or talented individuals with a view it qualified individual will positively impact the business outcomes. However, in this process, companies make few genuine mistakes, and this paper explores all such errors.

#1 – Companies assume that high potential employees are highly engaged – Employees believe that personal aspiration and organization aspirations are different, and many intend to move out of the organization.

#2 – Companies assume that all those who are high performing today will be a high potential for future

#3 – Managing the talent is delegated to the line managers. Companies fail to understand the difference between corporate assets and a productive business unit workforce.

#4 – Covering initial mistakes of rising stars at one end and effort of managers to build a full-proof person before promoting to the higher role at another end

#5 – Expecting performing an individual to share the pain of the organization is a critical mistake. A performing employee sees the acknowledgment of the performance through a pay hike, and during a difficult time, a reduction in paycheck tend to decrease the engagement level

#6 – Organizations sometimes fail to link the performance of those selected talented employees with that of corporate strategy. Moreover, during difficult (Rising and declining) times, when companies need them the most.

Markey, Rob (2014), The Four secrets to employee engagements, the author dwells upon the Manager's role and HR functions in employee engagement. Engagement levels are higher if lead by Line Manager compared to HR managers. Employees can have a candid dialogue with teams and their managers. While regular anonymous survey pulse checks on the engagement level support the objective. However, some of the troubling trend identified in Bain & Company employee engagement survey (covering 200000 employees in 40 companies across 60 Countries) and they are

1. Employee tenure has a direct relationship with engagement – which makes long term employee less engaged, leading to loss of in-depth tacit knowledge of the organization
2. Engagement score start to decline as we move down the organization chart and discontent in the lower level of the hierarchy get ignored

3. Sales and service, customer-facing function, has the least engagement level

Gino, Francesca (2015), *How to make employees feel like they own their work*, author (Harvard Professor) presents her details in the Gallup 2014 survey where 68% of the US workforce shows the varied level of disengagement. The author describes that small interventions like the personalization of workspace, work titles, ownership of ideas, team of people, and products help improve the psychological ownership of employees.

LaMotte. Susan (2015), in the research paper, *Employee Engagement depends on what happens outside the office*, explains that spend on employee engagement activities is increasing the engagement level is still at an abysmally low level. A situation like is this means that either company is spending the money in the wrong place or the current workforce demands more. In both the current condition model of engagement, survey-based measurement is not helping to the extent companies expect.

This paper presents the concept that most employee engagement programs revolve around the work experience and not the employee. If an employee is in an informal work environment for only a quarter of his time, then companies must look for aspects outside the workplace to engage the employee. While including the external settings, the companies need to look at work, relationships, internal self, and outer self of employees to build an engagement structure.

Many articles and research papers are giving a lot of insights on how multiple engagement parameters collectively contributing to employee engagement. However, it is essential to understand the no one parameter makes an employee engaged. At the same time, some parameters have adverse effects leading to reduced employee engagement.

Segmentation as a concept formally came in use from early 1920 (considerably during 1920-1980, Richard S. Tedlow) is explained as grouping a consumer or business into sub-groups

(segments) based on common characteristics. People are grouped based on Demography, Psychography, Behavior, Geography, and many more parameters. Employee Engagement is derived using multiple settings (parameters and environment), and a group of employees prefers one set of parameters over others. Engagement models use a very similar concept where researchers, consultants, and organizations have used their experience and data points to group engagement parameters and its descriptive details to explain the alignment of employees to one or the other segment/ group.

Models were continuously built in the past to define the maturity of the subject. An effort was to segment or group the characteristics so that it facilitates maximum coverage of scenarios. We have many maturity models built by Academics (Universities), group of professionals (Open Source), recognized bodies, and government to maintain or enhance the predictability of behavior or performance

Many researchers and industry experts have built engagement models using multiple engagement parameters. These engagement models were used in numerous organizations and statistical evidence to prove positive engagement using varied engagement parameters.

2.4.3. Engagement Models

2.4.3.1. Gallup Engagement Model

Gallup employee engagement measurement is an industry landmark, engagement measurement model, and survey. It uses the employee's responses to its survey, consisting of twelve actionable workplace elements with proven performance outcomes.

Gallup started this survey in late 1990 and has administered this survey to 25 Mn employees in 189 countries and 69 languages.

The Gallup engagement model is a four-stage model. Gallup uses all its 12 questions to put employees into one of the four stages, and each employee is named as engaged, not engaged, and actively disengaged. The model uses all 12 questions in sequence to connect and establish the hierarchy an employee goes through on the path to the full engagement.

Table 2.2 - Gallup Model Description

| Level | Gallup Questions | Description |
|-------|------------------|---|
| 1 | 1-2 | The employee thinks about their primary needs and contribution of the role in meeting their needs |
| 2 | 3-6 | Employees think about their contributions and start comparing and thinking about the perception of others. Managers, who typically define the value of the perception, play a vital role in this stage. |
| 3 | 7-10 | An employee starts to evaluate the belongingness questions from current and future perspective |
| 4 | 11-12 | Employees emphasize turns to improvements, learn, growth, innovation, and application of new ideas. |

Source: Gallup Model Description

The 12 items of the Gallup research/ engagement model are:

1. Work expectations
2. Material and Equipment to perform the task.
3. Opportunity to perform as per the capability
4. The flow of recognition or praise for doing good work

5. People care for me as a person.
6. Personal development is encouraged
7. At work, my opinions seem to count
8. Connected to the mission or purpose of my company
9. All employees do quality work.
10. I have a best friend at work.
11. Regular evaluation of employee progress.
12. Opportunities at work-to learn and grow.

2.4.3.2. IES Model of Engagement – 2003

An IES (INSTITUTE FOR EMPLOYMENT STUDIES) survey in the year 2003 explains two key engagement factors (1) feeling valued and (2) involved. The IES engagement model established a robust relationship between feeling valued and involved. A study intern identified ten sub-factors that contribute to the essential two factors.

Figure 2.2 – IES Engagement Model Source IES Survey 2003



Source: IES Engagement Model Source IES Survey 2003

The model emphasizes the feeling of value and involvement that an employee gets while working in an organization. Cooperation, family friendliness, communication contributes to the factor of being involved. At the same time, value delivery is equal opportunities, fair treatment, training, and development.

2.4.3.3. Schmidt Employee Engagement Model

Schmidt suggested his employee engagement model in 2004. The basis of the model is the assertion that the right policies for hiring and retaining a competent workforce lead to employee engagement and organization profitability. Also, companies should promote the health, safety, and well-being of such a skilled workforce.

Figure 2.3 – Schmidt Engagement Model



Source: Schmidt Engagement Model

2.4.3.4. CLC, Engagement Model

CLC Engagement model (2004) explains the function of commitment. The model demonstrates that employees bring two types of rational and emotional commitments to the organization. Rational commitment is the degree to which employees believe the company and its people, whereas emotional commitment is the level to which an employee relishes being in the organization. These commitments have four pivotal points, i.e., Organization, team, Manager, and work. A successful output is the assurances across the critical issues results in employees giving more discretionary effort (personal time and effort leading to performance) and express intent to stay longer.

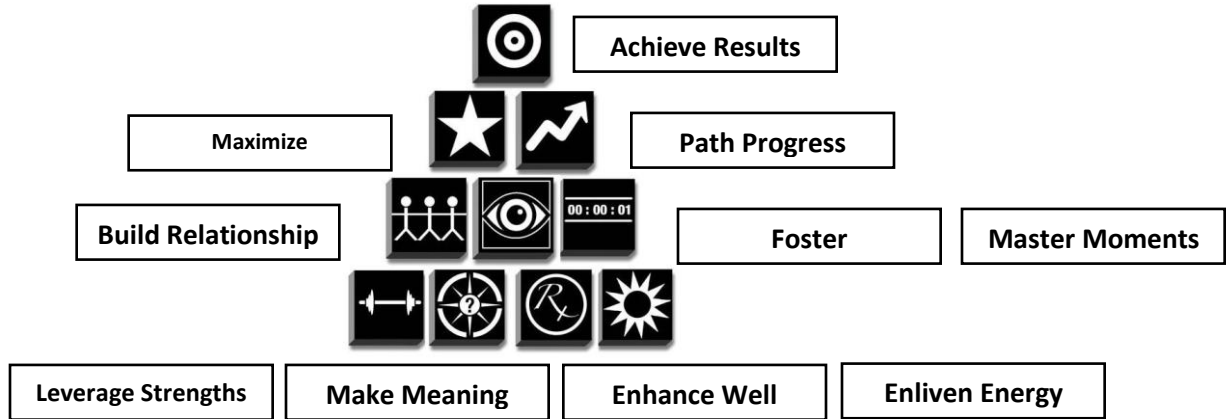
2.4.3.5. Zinger Model

Zinger, David, (2012), Ignite and Sustain Employee Engagement presented the ten-building blocks of employee engagement. They are:

- Achieve results.
- Mark Progress
- Maximize performance
- Foster Recognition
- Build a relationship
- Enliven energy
- Leverage strengths
- Make meaning
- Master Moments and
- Enhance well-being

Representation of the Zinger model is


Figure 2.4 – Zinger Model



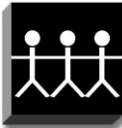







Source: Zinger Model


The pyramid is proposed and presented as a bold model for employee engagement. The model evaluates the possible 23 scenarios leading to a broken engagement. The model reviews each of those 23 scenarios and explains each of the ten building blocks to build the employee engagement

Table 2.3 – Zinger Model Explanation

| # | Building Block | Explanation |
|---|---|---|
| 1 | Achieve Result  | Engagement is more than an emotional feel-good or a survey number. Organizations need results; results matter to everyone (managers, organizations, employees, and customers). Employees engage in actions directed towards results; It is the sense of accomplishment that drives people. The first key to consider when increasing employee engagement is |

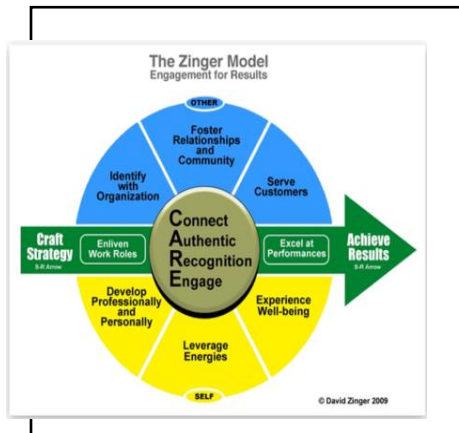
| # | Building Block | Explanation |
|---|--|--|
| | | defining the result we are expected to achieve and to involve everyone, and make it a common goal. |
| 2 | Maximize Performance  | Performance leads to success, and this is what attracts the organization. Zinger, in his model, argues that if organizations can make key performances worthy of employee's attention and offer feedback which employees can act upon, then improve the performance. |
| 3 | Path Progress  | A knowledge worker is more motivated by progress. Zinger cites the research by Teresa Amabile and Steve Kramer and therefore included the progress as a building block. |
| 4 | Build a Relationship  | Results and relationships are the key aspects. However, a human being as a social person is the power of the relationship that drives the result. |
| 5 | Foster Recognition  | Official recognition and appreciation are so much more than formal events or actions. Recognition helps employees re-think engagement in their daily interactions. |

| # | Building Block | Explanation |
|---|---|--|
| 6 | Master Moments  | Engagement resides at the moment. Being able to live in the present-day and learn to master moments builds very high-quality interactions, irrespective of who all are in conversation. As necessary as a self-45-second engaging conversation has the power to transform. |
| 7 | Leverage Strengths  | Engagement level is enhanced when an employee knows how to live and leverage strengths. Awareness of power brings out strengths. |
| 8 | Make Meaning  | Meaningful work sustains and enriches people. A clear vision and reason to work, which is like having meaning and purpose, introduce healthy and productive intrinsic motivation. |
| 9 | Enhance Well Being  | We need to find well-being inside of work. People ultimately work for their well-being. As technology is making work portable and 24X7, the way organizations promote and enhance well-being is becoming increasingly important. Well-being is like eliminating toxic workplaces poisoned with a lack of respect or mutuality. |

| # | Building Block | Explanation |
|----|---|---|
| 10 | Enliven Energy  | Energy is the raw material of engagement. Mental, emotional, physical, organizational, and spiritual energy are various forms of energy in play with humans. Employees need the energy to engage, and dependable engagement underwrites to employee's energy. |

Source: Zinger Model

Figure 2.5 – Zinger Model – Engagement for Results



Zinger Model explains Employee Engagement as a way of transforming the work into results, happens when employees recognize the connection between strategy, roles, performance, organization, community, relationship, customers, development, energy, and well-being.

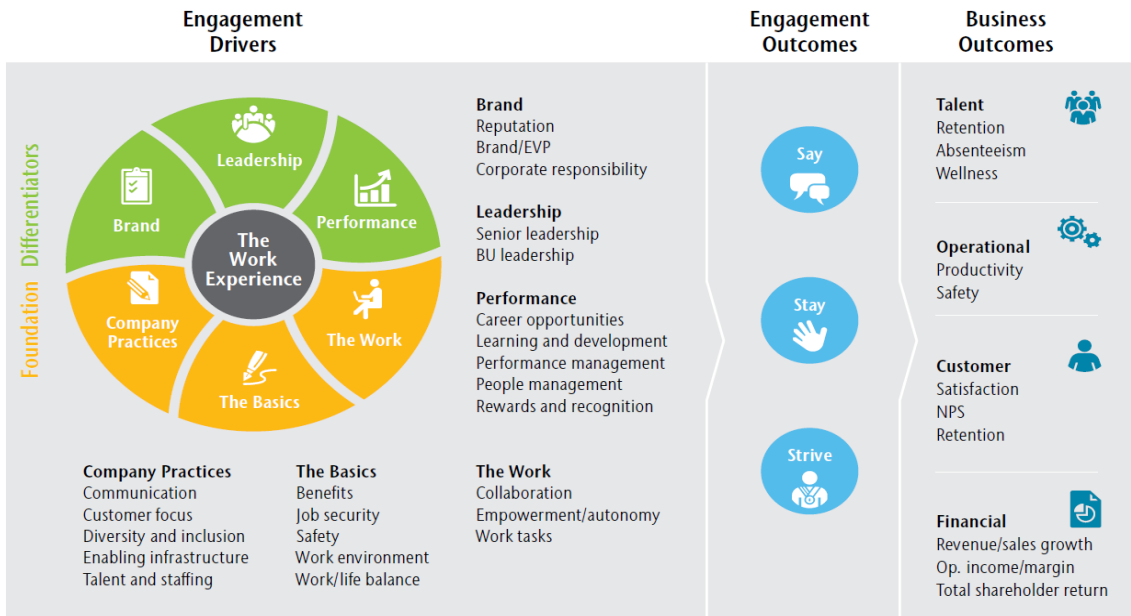
Source Zinger Model – Engagement for Results

2.4.3.6. Aon Hewitt - Aon Hewitt's Model of Employee Engagement

Aon started with the background that the vast majority of HR practitioners state that employee engagement is one of their primary objectives under talent strategy. Employee engagement is something beyond satisfaction. Many organizations are, therefore, using surveys to measure engagement as an indicator.

Measurement reliability and validity are essential prerequisites for any engagement survey. Aon Hewitt's model is built on empirical evidence using the validity of their engagement measure from their extensive global employee research database of over 8 million employees.




Figure 2.6 - Aon Hewitt Engagement Driver and Outcomes



Source: Aon Hewitt

Aon Hewitt's model focuses on the employee's psychological state and behavioral outcomes, where engaged employees express themselves, stay in the organization for the longer term, and grow within the organization.

Figure 2.7 – Aon Model, Engagement output and Operational definition

| Engagement | Content | Items in Aon Hewitt Operational Definition |
|---|---|---|
|  | <p>Speak positively about the organization to coworkers, potential employees, and customers</p> | <ul style="list-style-type: none"> ▪ I would not hesitate to recommend this organization to a friend seeking employment ▪ Given the opportunity, I tell others great things about working here |
|  | <p>Have an intense sense of belonging and desire to be part of the organization</p> | <ul style="list-style-type: none"> ▪ It would take a lot to get me to leave this organization ▪ I rarely think about leaving this organization to work somewhere else |
|  | <p>Are motivated and exert effort toward success in their job and for the company</p> | <ul style="list-style-type: none"> ▪ This organization inspires me to do my best work every day ▪ This organization motivates me to contribute more than is normally required to complete my work |

Source: Aon Model

2.4.3.7. Deloitte Engagement Model

Deloitte is studying employee engagement for many years and has built and proposed an employee engagement model. Their model captures the contribution of five elements: Meaningful work, Hands-on management, positive work environment, growth opportunity, and trust in leadership. Keywords under each head describe the engagement parameters in this model.

Figure 2.8 – Deloitte Engagement Model

|  Meaningful work |  Hands-on management |  Positive work environment |  Growth opportunity |  Trust in leadership |
|--|--|--|--|--|
| Autonomy | Clear, transparent goals | Flexible work environment | Training and support on the job | Mission and purpose |
| Select to fit | Coaching | Humanistic workplace | Facilitated talent mobility | Continuous investment in people |
| Small, empowered teams | Invest in management development | Culture of recognition | Self-directed, dynamic learning | Transparency and honesty |
| Time for slack | Modern performance management | Inclusive, diverse work environment | High-impact learning culture | Inspiration |
| A focus on simplicity | | | | |

Graphic: Deloitte University Press | DUPress.com

Source: Deloitte Engagement Model

Meaningful Work - Fitment of the person with the job is the most critical part of employee engagement. Meaningful employment with the right tools and autonomy to succeed makes

employees engaged. Deloitte referenced researches, which confirmed that companies benefit when they enrich careers, provide freedom, decision-making power, time, and support.

Management – Hands-on management in the model refers to activity managers assign to the employees regularly to guide, support, and align employees. Setting performance goals and managing them through the employee supports employee growth leading to satisfaction and aids in engagement.

Positive Work Environment - 68 percent of the female workforce prefer free over money. Forty percent of the male workforce work more than 50 hours per week, 80 percent would like to work fewer hours. In current diverse work, expectation organizations strive to present a *flexible and supportive work environment* to keep employees engaged. Companies are providing various facilities to make their organization an inclusive workplace. Few examples are in-house day-care centers, gym, pool, yoga classes, free food, transportation with Internet access, and others.

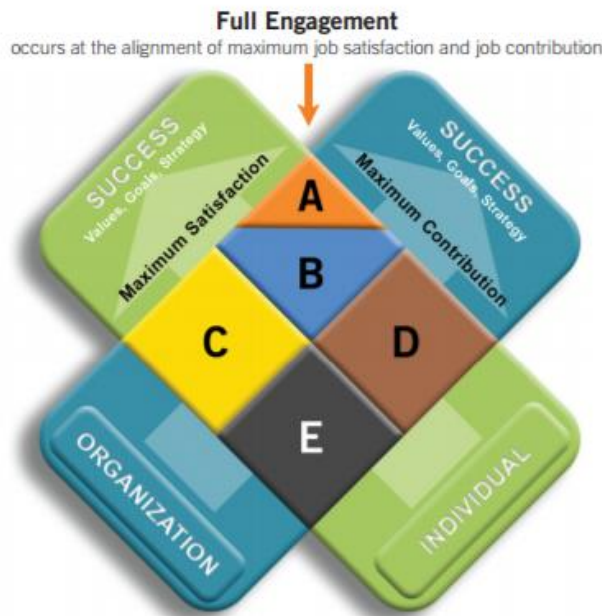
Growth Opportunity - Employees often go to work with personal interests. Employees look for opportunities outside the organization if they don't feel optimistic about their progress in their careers. Training opportunities, professional development, and career progression are among the top drivers of employee satisfaction. These drivers and specific details change with age and gender but largely remain the same. Therefore, structural opportunities for growth are a complex and systemic challenge and, at the same time, key to employee engagement.

Trust in Leadership - The final parameter in the model is leadership. It is this leadership that gives a sense of purpose. Deloitte's research illustrates that companies who work in a mission-driven format have higher innovation (30%) and higher retention (40%), and they tend to be leaders in their market segment.

2.4.3.8. X – Blessing White Engagement Model

The basis of this model is that every organization will have to enable its employees to focus on organizational results and, at the same time, help them find a sense of what they are doing or build a sense of purpose while working in the company. X is the crossroad juncture of what is expected for the company as well as for the employees.

Figure 2.9 – Blessing White Engagement Model



Source: Blessing White Engagement Model

The model identifies three resources critical to Engagement, a) individual, b) managers, and c) leaders.

BlessingWhite's through her research, explored that while companies want to maximize the contribution of employees toward the organization's goals, it is an employee who needs to have objective, purpose, and satisfaction. It is, therefore, BlessingWhite's "X" engagement model that focuses on an employee contribution to the company's success and individual satisfaction in the role.

The model attempts to align employees' values, goals, and aspirations with those of the organization to build sustainable employee engagement.

Table 2.4 – Blessing Model Explanation

| Level | | Description |
|-------|---|---|
| A | The Engaged: High contribution & high satisfaction | The perfect alignment of individual and company interest takes these employees to the peak. In this stage, employees contribute fully to the accomplishment of the organization and find great satisfaction in their work. These employees use their discretionary effort and commitment. |
| B | Almost Engaged: Medium to high contribution & satisfaction | Employees in this group are in the high performer category and are rationally satisfied with their job. The model suggests that companies should invest in them due to their employability and vulnerability of being lured away. Also, these employees have to close to being fully engaged, and that will be a good payoff. |
| C | Honeymooners & Hamsters: Medium to high satisfaction but low contribution | Employees in this group are new to the organization and happy. They have yet to find their pace and clearly understand how they can best contribute. Employees in the Hamsters category are working on non-essential tasks, contributing little to the success of the organization. |
| D | Crash & Burners: Medium to high contribution but | Employees in this category are not satisfied or feel successful. While they meet most of their deliverables, they are disillusioned and potentially exhausted. Employees in |

| Level | | Description |
|-------|--|---|
| | low satisfaction | this category opt to criticize their superiors for their odd decisions openly. |
| E | The Disengaged: Low to medium contribution & satisfaction | Disengaged employees are disconnected from organizational priorities and often feel underutilized. These employees have disbelieving nature and indulge in infectious negativity. |

Source: Blessing Model Explanation

2.4.3.9. Tree-Based Model

El-Rayes, N., Fang, M., Smith, M., and Taylor, S. (2020) built a model to predict employee attrition using a Tree-based model. They published the same in the International Journal of Organizational Analysis (ISSN: 1934-8835). They explained tree-based binary classification models to predict the likelihood of employee attrition based on organizational culture and management attributes. Compensation, corporate culture, and management performance were the primary parameters affecting engagement/attrition. One of the consequences of disengagement is attrition.

2.4.3.10. Sirota, Three-Factor Model of Engagement

Since 1972, Dr. Sirota has surveyed over 13.6 million employees spanned across 841 companies, 160 countries. People interviewed represent all management and job levels across many industries. The model builds a theory that to build a vigorous engagement environment, key three factors (which leads to satisfaction) are a) Achievement, b) Camaraderie, and c) Equity. Accomplishments give a sense of achievement and more significant roles in the organization and executing a task that matters to the organization and employee. Camaraderie

is preserving warm relationships with all stakeholders at the workplace with a sense of being part. Equity is being treated fairly without any bias or partiality. A leader's action and employee expectation intersect, and the outcome of this meeting results in fulfilment with engagement.

Few other engagement models in use are the Mercer Engagement Model, Robinson Model of Employee Engagement, and Penna's Hierarchical Model

2.4.4. IT Services Companies

2.4.4.1. Accenture

Ireland, headquartered in Accenture with revenue of 11.1Bn (FY 2020), has more than 500K employees and operates from 120 countries in the world, serving more than 400K clients. In India, Accenture has 150K employees.

Julie Sweet, CEO of Accenture, said that "Across the globe, one thing is universally true of the people of Accenture: We care deeply about what we do and the impact we have with our clients and with the communities in which we work and live. It is personal to all of us".

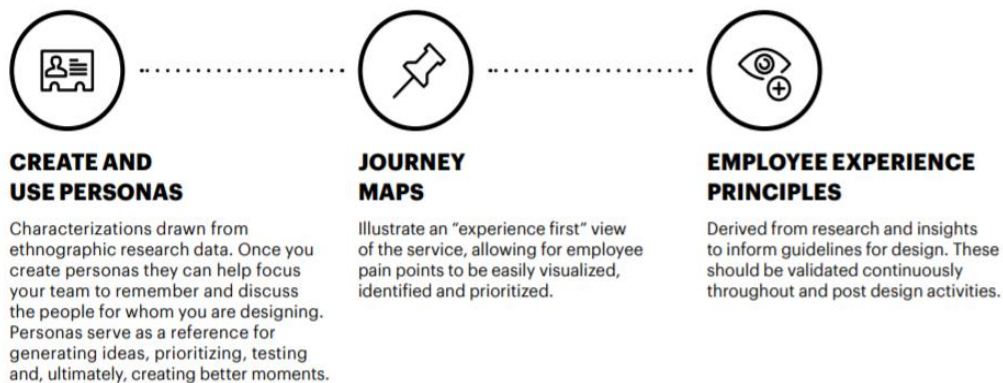
It is the "Personal to all of us" part of the statement, which is the driving force for employee engagement. They are the most admired company for Fortune's World's Most Admired Companies for 18 consecutive years. Accenture leadership acknowledges that the size, preferences, and very temperament of the workforce are changing – along with the nature of work itself. Meanwhile, technology continues to evolve.

Accenture uses social commitment, workforce experience (personal and professional), inclusion and diversity, agility in HR organizations backed by analytics to drive engagement.

Employee engagement programs are designed with a human-centered approach at the heart of design. They are using technology to optimize workforce experience. Employee Engagement practices follow four-step:

1. Organize around the "Moments that Matter" allows them to drive real value, not just deliver a service to your workforce. HR services are organized around workforce needs and use human-led design to change from existing process/standards-based approaches
2. Transform HR to become agile and focused encourages a laser focus on simplicity and agility.
3. Proactively nurture employees, balancing technology, automation, and artificial intelligence with a human-led delivery that makes the transaction more efficient and nurturing organization.
4. Measure, adjust, repeat understanding of what makes the employees stay, as this is not a one-time thing.

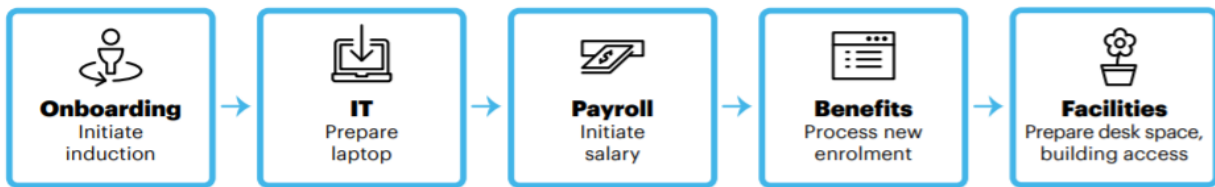
Figure 2.10 – Accenture personal experience practice



Source: Accenture

Figure 2.11 – Accenture Employee engagement steps

KNITTING TOGETHER EMPLOYEE LIFECYCLE EVENTS



Source: Accenture

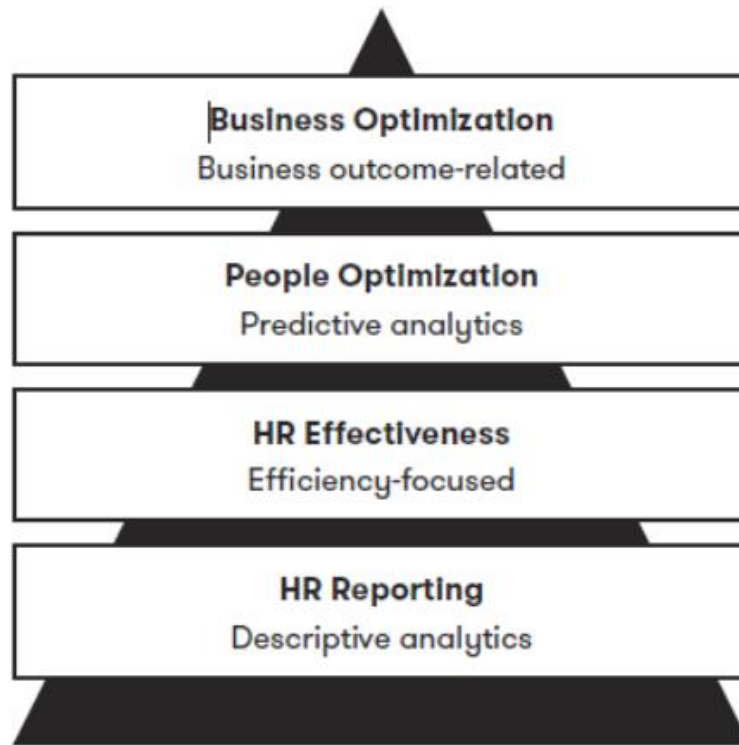
2.4.4.2. DXC Technology

DXC Technology, created in 2017 by the merger of CSC and the Enterprise Services business of Hewlett Packard Enterprise, DXC Technology, with 138,000 employees, holds a lengthy history of innovation, service, and value. A \$20Bn company serves 6000 customers across 70 countries

DXC technology focuses on employee engagement through the lens of making the workplace enjoyable, dynamic, and full of enthusiasm. Level of pride, work-life balance, healthcare and insurance, benefits and rewards, and professional learning opportunities.

DXC implements all the engagement parameters through a series of programs. Various recreation programs are Employee Appreciation Week, Women's Day Celebration, Teacher's Day Celebration, Office Decoration Contest, and Bring Kids to Office. They also run Extra Healthcare & Insurance Programs, Intensive Training Programs, and Incentive for Learning.

Figure 2.12 – DXC Engagement



Source: DXC

Achievement. Recognition award programs include DXC Global Awards, R&D Contest Awards, Long Year Service Awards, etc., part of corporate social responsibility, DXC practice DXC Gives back, financial support to local communities.

HR analytics model developed by Josh Bersin (2012) is used in DXC as a model to support Employee Engagement.

2.4.4.3. HCL Technology

HCL Technology is a Noida-based company with close to 10Bn in revenue, operating from 49 countries with more than 150K employees.

Among many objective HCL work on Employee Engagement to drive more productivity and to motivate employees, in 2005, gave an idea to the world of employee first, customer second.

HCL, through its "campus organization," works on mapping the human aspect of the need to the business cycle. They hire young and fresh minds from the college campus and groom them through their culture, various learning and development programs. Through internal progression, career growth is preferred to keep the employee engaged for a more extended period. The holistic development of individuals is focused on individual, organizational, and customer needs. Regular performance measurement, financial benefits, ESOPS were some of the mechanisms used for employee engagement.

Figure 2.13 – HCL Engagement parameters



Source: HCL

S, Manjunath et al. (2018) explain the employee engagement model at HCL as a combination of O2 League of extraordinary (recognition for outstanding employees, MAD JAM (Recognition program), Fundoo Friday, Employee first Council (Platform for an innovative

idea), Xtra mile-Employees recognize a colleague for a job well done Academia-(U21 global & Harvard Business School Publishing) and EPIC(Employee passion Indicative count)-Self-assessment tool for the employees to understand their passion.

2.4.4.4. Infosys

Infosys Technologies, a Bangalore-based multi-national company with close to 250000 employees, has set many employee-focused activities that always kept a significant portion of their employees engaged. Infosys pioneered the stock option program, which created millionaires from their regular workforce. They brought the employee to their financial statement to give all due required. As recently, in July 2020, Infosys brings back over 200 employees from the US in a chartered flight; all these employee-friendly actions and programs keep employee engagement high. As one employee said, "Infosys does not do anything to engage employees, they do the right things, and employees remain engaged.

Few of the critical activities run on a mission mode

- Strong induction and orientation Programmes help employees connect to the job profile and a broader ecosystem.
- Infosys provides lots of services to keep its employee engaged, like retirement plans, stock plans, and health and welfare benefits.
- Infosys focuses on the skill set of the individual. Hence, it gives in its organization proper training of all the activities so that employees are engaged and do not deviate from their primary duties.
- They also focus on family at work, which refers to bringing employees family to the workplace and letting them know the IT sector's primary operations and how they manage to achieve goals.

- Rewarding is a primary motivational tool that helps an individual to engage in the work.
- Performance awards are a way to recognize the associates who perform well monthly or quarterly, making other employees motivated to perform well. Hence, they engage more in the activities of the organization.

2.4.4.5. Wipro

Wipro, a global IT Services company, serves customers in 100+ countries and has a 170K+ workforce, with 35% women participation. Wipro nurtures a very diverse and multigenerational workforce. These two key factors made them innovate the way they engage employees across organizations. Wipro's employee engagement programs are driven by the corporate or business unit and conducted at the team and individual level.

Wipro uses communication (Wipro meets, Blogs @ Wipro), Sustainability (Eco-eye), Diversity (Women of Wipro), Wellbeing (Fit for Life), Meet your People Program – for quality and sustained Touch-time with employees. Recognition @ Wipro and For kids @ Wipro to engage employees of all age and gender groups.

As an ex-employee of Wipro (2007-2013), I can explain the Employee Engagement programs - Wipro meets – In this program, the company provides the platform for all employees to meet Wipro Senior management along with the Chairman. It is a quarterly event where the organization presents its financial results, new initiatives, and updates from the world over to its employees. Effectively employees know the result as declared to the world. All hands meet at the Business Unit level serves a similar purpose sans financials.

Blogs @ Wipro – the techie way to connect with employees - Wipro introduced blogs to encourage informal dialogue among its employees. It started with individual blogs by senior

management and was later made available for all the employees. This initiative has helped employees know their leaders and their views on various subjects better.

Eco-eye– the ecological sustainability initiative at Wipro - Since its inception in June '08, this initiative engages with increasing levels of intensity with employees. Wipro had been doing various activities as a company on eco-sustainability. However, with employee buy-in, they can make a big difference to the environment. Wipro formalized a corporation-wide initiative on ecological sustainability and called it 'eco eye,' for they believe it is a lens that enables them to see things that make a difference.

Women of Wipro – under the Wipro Diversity umbrella – appreciating women professionals in Wipro - As part of the Wipro Diversity Council, Wipro launched Women of Wipro' (WOW) to celebrate the uniqueness and extraordinary strength of women professionals in Wipro and align their potential to various initiatives.

Fit for life– the well-being initiative @ Wipro - Wipro introduced this program to drive employees' fitness and well-being. This initiative covers health and well-being facilities and initiatives, including onsite health checks, de-stressing, campaigns, etc.

Meet your People Program – for quality and sustained Touch-time with employees - One-on-one sessions with employees - New Manager Assimilation (NMA) session – Skips -Policy clarification sessions

Recognition @ Wipro - Encore - the online instant recognition program is available to make use of the recognition portal, irrespective of their location and hierarchy. The Best People Managers is a company-wide award ceremony for the leaders to institutionalize best practices and engage, motivate, and retain employees.

For kids @ Wipro – Wipro employees conduct sessions at the Wipro campus for Wipro employees to learn something new and innovative. Wipro also has tied with various Crèche/ day-care centers. Kids @ Wipro, program, help the employee be close to their children and becomes easier for them to drop/ pick their children before/ after work.

Wipro Cares - Wipro Cares is the Community Welfare Initiative at Wipro. Driven by Wiproites (Wipro Employees), their family members and friends contribute to education, community, and development. Wipro Cares donates through two-pronged strategies: providing rehabilitation to survivors of natural calamities and enhancing children's learning abilities from society's underprivileged sections.

Mission 10 X - In September 2007, Wipro launched the Mission 10X program to make engineering education in India more meaningful and integrated. The program empowers faculty with innovative techniques and methodologies of teaching. 10X serves the purpose of social connections where employees can see the impact of better employability.

2.5. Conclusion

This chapter covers the published content on the subject and the details as followed in various organizations. I considered a select few companies' engagement practices for the literature survey documentation, mostly due to the commonality of Bangalore's IT companies' practices and programs. The focus of the literature survey was to explore the parameters of engagement used by researchers and corporate. The review of literature also helped me understand what employee engagement is and what is not employee engagement.

CHAPTER 3 – RESEARCH METHODOLOGY

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3.1 Overview

The research methodology is the set of procedures or techniques used to identify, select, process, and analyzes information about the subject within its environmental conditions and limits.

Research Design expresses the structure of the research problem – the framework, organizations, or configuration of the relationship among various parameters of the study – and the plan of investigations used to obtain empirical evidence on those relationships (Sharma,2012).

According to Creswell and Plano Clark (2007), the research design is the plan of action that links the underpinning assumptions and frameworks in the methods and techniques used. The research design is vital because it provides the underlying structure for integrating all the components of the study and ensuring that the outcomes of the research are valid (Dannels, Anderson 2010). In general, the term *methodology* refers to the philosophical assumptions and frameworks that guide the study, whereas the term *method* refers to the basic techniques that have been used (Creswell & Plano Clark 2007). The methodology adopted for this research uses a research approach that usually forms a quantitative research method, as this research does. The quantitative way is evident through a questionnaire measuring a variety of different constructs, as outlined in the previous chapter.

Researchers used multiple techniques to explore Employee engagement. Kahn (1990), in his pioneering work on engagement, used a qualitative ethnography case study approach to understand engagement. The use of questionnaires, surveys, and scales of engagement are now standard practice in the investigation of engagement, and this is evident in the different

contributions to the area (Buckingham & Coffman 1999; May et al. 2004; Rothbard 2001; Saks 2006; Schaufeli, Salanova, et al. 2002; Perrin, Towers 2003). The conceptual interest in mixed-method approaches to a social inquiry has developed dramatically over the last 20 years (Greene 2008), and the number of scholars embracing it continues to expand (Tashakkori 2009). Though a resolution during the 1990s, it was acceptable to mix qualitative and quantitative research (Tashakkori& Teddlie 2009).

A questionnaire was used in this study to utilize the various work connectedness constructs and bring a higher, all-encompassing understanding of engagement. The conceptual framework for this thesis presents a unique approach to the study of engagement.

3.2 Research Question

The broader research question is, what are those parameters which keep employees engaged across age, gender, and capability levels (Education, years of experience, city exposure, etc.). Why and What keeps the organization engaged with its employees? And how it impacts an organizational setup?

Organizations care about productivity, financial results, and customer loyalty, whereas employees care about their effort, safety, job continuity, and individual differences. Employee engagement supports and contributes to many of the parameters which organization care.

Employee Engagement and Productivity: Gallup (2006) found that organizations with high engagement scores (upper quartile) have 18% more productivity. Goring (2008) found that propensity to error is ten times more among disengaged employees in the organization

Harter et al. (2009) found an 18% difference in productivity between engaged and disengaged employees. Absenteeism is a direct contributor to the productivity, and absenteeism increases by 37% among organizations scoring low in engagement value.

Employee Engagement and Safety: As a side effect of engagement, it was found by Ronald (1999) that engaged employees were two and half times less likely to report a personal negative impact of any nature compared to disengaged employees, who find a reason to compare and complain. Gallup Research (2006) study shows that 62% more accidents reported in organizations with low engagement scores have, and such organizations have wastage leading to 51% more inventory shrinkages. Harter et al. (2009) found the top 25% engaged business units to have 49% fewer safety violations or incidents than the bottom 25% in the same organization. Even in hospital settings, engaged organizations have 41% fewer patient incidents like falls, medical error, infection rates, and mortality rates.

Employee Engagement - Retention: Towers Perrin (2003) presented his findings that 50% of disengaged employees are actively considering quitting their current job compared to only 25% of engaged employees. Corporate Leadership Council, CLC (2004) research reported that engaged employees are less likely to leave their organization than dis-engaged employees by 87%.

Employee Engagement - Customer Loyalty: Harter et al. (2009) established that engaged employees look for organizational accomplishment through their customers' success, which makes them more customer-focused. Being engaged helps them remain motivated, and it also increases their discretionary effort to achieve organizational objectives rather than just personal gains. An engaged employee also positively affects the people and stakeholders in and around.

Employee Engagement - Financial results: Empirically, Watson Wyatt (2004) established an 18% increase in profit with engaged employees. Engaged employees have a high business focus. Gallup's (2006) report confirmed that 12% higher profitability due to increased engagement scores. Towers Perrin (2006) found organizations with high engagement levels

have, in 12 months, a 19.2% increase in operating income. In contrast, organizations with low engagement levels saw a 32.7% decline in operating income in a similar period. Highly engaged organizations have experienced a 27.8% increase in EPS, whereas organizations with disengaged employees observed an 11.2% decline in EPS.

Employee Engagement - Employee Effort: Katzenbach (2000) reported that when it comes to solving problems/ issues, engaged employees are very committed, motivated, energetic, and enthusiastic. Being excited about the work, these engaged employees get engrossed in their work and put their best into their role. Catlette and Hadden (2001) discovered that an engaged employee readily uses their discretionary effort. Harter, Schmidt, and Hayes (2002) observed that an engaged employee consistently outperforms and achieves new standards of excellence. Kroth and Boverie (2003) reported that engaged employees are more thrilled and passionate about work. This passion also comes with eagerness and throughput.

Employee Engagement - Individual Differences: While the organizations run multiple programs to manage employee engagement and keep employees engaged, people react differently to each engagement parameter and program. In their study, Locke and Taylor (1990) found that employees with rewarding interpersonal interactions with their co-workers also have high connotations in their work, which positively affects engagement.

Moore (2004); Crabtree (2005) observed that personal relationships have also impacted work engagement. Family stress and work-related stress are interwoven.

Individuals make sense of situations around their personality, past experiences, knowledge, expectations, needs, priorities, and interests. Robinson (2006) observed that individual differences play a vital role in determining an employee's potential engagement level.

Inceoglu and Warr (2011) observed that engagement is also a function of an individual personality characteristic. The engagement level of person changes based on the situation. An employee may be engaged in situation A but maybe dis-engaged in situation B.

3.3 Problem Statement

Organizations are making efforts to establish a relationship between engaged employees and business outcomes. However, companies are struggling to align the business strategy and talent strategy fully.

Referring to the studies conducted on employee engagement, in the last so many years, employee engagement has never gone more than 40% across various employee segments across geographies (Thompson, 2017; Zoe, 2019; Gallup, 2020). While almost all organizations acknowledge the linkage of effective output/ outcome to productivity to engagement level, many organizations leave it to individuals to drive effectiveness and efficiencies. They do not look to address engagement-related issues directly.

Many organizations that acknowledge the importance of employee engagement, run various programs to engage employees. These programs are designed and planned by senior managers, who themselves are away from the ground reality of what employee wants and expects. Many organizations have mastered it, and candidates are looking to join such employers as employees. This study finds engagement parameters across employee groups (varied by gender, age, educational qualification, etc.) across IT companies in Bengaluru.

3.4 The Objective of the Study

This research is all about building an understanding of an employee's perspective, what makes them engaged, what the motivations are for being engaged, and how these parameters change

across a segment of the employee (Segment by gender, segment by age, segment by educational qualification).

This research focuses on two critical perspectives of employee engagement

- 1) Employee and
- 2) Employer

Various engagement parameters were considered and evaluated during this research and analysis, and they are Leadership – Vision, Brand Alignment - Organizational Reputation, Manager – Co-workers, Work-Life Balance, Monetary and Non- Monetary Benefits (Pay), Communication, Managing performance - Learning and development, Work processes - Tasks, Physical work environment – Safety, Innovation - Autonomy, Recognition - Sense of Accomplishments, Diversity – Global Exposure, Career Opportunities, Customers - Customer focus, Valuing people/ People focus, Social acceptance

This study's emphasis is to find employee thinking on engagement practices and understand their view on selected engagement parameters. Also, to know how acceptance of these parameters varies by the very background of the people. Therefore, the study will understand the variation in favor of employee engagement parameters when people vary by gender, age, and educational qualification.

The objective of the research is to

1. To find out the effect of gender, age, educational qualification, years of work experience, and location on employee engagement parameters.
2. To study the Employee Engagement Practices being followed in selected IT companies and identify the various parameters followed in these companies.

3. To find out the effect of employee engagement parameters on overall Employee Engagement.
4. To explore the relationship between people responsible for managing engagement activities and employee engagement parameters.

3.5 Pilot Study

A pilot study is about specific pre-testing of a research instrument such as a questionnaire, interview schedule, or Focus group guide. Pilot studies ensure a good study design. While conducting a pilot study does not guarantee the main study's success, it does increase the likelihood. A pilot survey is a small-scale research survey that collects data from respondents similar to that in the actual research.

The objective of the pilot survey was:

- To identify and analyze employee engagement parameters
- To examine the flow of question and ease of data collection
- To explore the response rate

As with any primary research, the selection of samples for the pilot was critical. For this pilot survey also, there was discussion during the initial stage to ascertain the right blend of respondents through age, gender, educational qualification, and other parameters

The typical list of engagement parameters collated after studying various kinds of literature, focus group discussion.

Apart from indicating the ratings, the respondents were encouraged to provide information from their employee engagement experience.

Data Collection and Analysis

Response from 40 respondents was used in the pilot stage to understand the internal consistency of the data. Cronbach’s alpha test was performed to measure internal consistency. This test helped us to understand the close relationship data set enjoyed with the group. Cronbach’s alpha is a test for the coefficient of reliability (or consistency) and not a statistical test.

We tabulated the response for all the engagement parameters and employee engagement levels to measure the Cronbach alpha value using the formulae/ validated using MS excel.

$$\alpha = \frac{N}{N - 1} \left(1 - \frac{\sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

Cronbach alpha analysis of all the collected sample pilot data on overall engagement level across all engagement parameters gave Cronbach alpha = 0.837276

Table 3.1 – Cronbach Alpha test

| Cronbach’s Alpha | Internal Consistency |
|-------------------------|----------------------|
| $\alpha \geq 0.9$ | Excellent |
| $0.9 > \alpha \geq 0.8$ | Good |
| $0.8 > \alpha \geq 0.7$ | Acceptable |
| $0.7 > \alpha \geq 0.6$ | Questionable |
| $0.6 > \alpha \geq 0.5$ | Poor |
| $0.5 > \alpha$ | Unacceptable |

Source: Research Gate

With Cronbach’s alpha value being the range of 0.8 to 0.9, which was a good indication of the data consistency and reliability, we accepted the data and data collection tools.

3.6 Hypothesis Formulation

Hypotheses formulation is one of the most critical elements of the research. These hypotheses guide the data collection and decide the course of the discussion during the analysis, interpretation, and recording of observations.

It is a well-established fact that two human beings may think alike or think differently depends on their requirement and expectation they have from themselves and their environment or the environment have from them. It is, however, interesting to explore if two humans think differently based on one parameter when other parameters remain the same between them.

If we look at age, we can sense an underlying hypothesis as typically people with an early stage of career and late stage of career have less interest in taking the risk that makes them more engaged towards their work.

The requirements and expectations of male vs. female employees are different in an organizational setup. So the parameter on which male employees get engaged is other than that of female employees.

It is critical to have the right hypothesis built at the very beginning of the research. The hypothesis agreed that this research is as below:

H1: “There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on gender.”

Male and females may have different social responsibilities and positions in their society, forcing them to think differently. It is therefore essential to explore if the employee engagement parameters among males and females are different and if there exists a significant difference of opinion existing among the respondents on the parameters of employee engagement based on gender.

H2: “There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on managing people.”

When we work to build a solution, we, in the process, build a better understanding of the issue and the environment. Employees with people management responsibilities understand the challenges from employers as well as employer perspectives. The dual role, at times, does make them more balance or better informed. As a researcher, therefore, the question is, do the people manager think differently on the engagement parameters than those who individual contributors are.

H3: “There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on managing employee engagement program.”

Are employees who are involved in the implementation or management of employee engagement programs are more engaged? If not, then will they be able to execute the engagement program successfully? It is, therefore, essential to explore if there is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on whether people are involved in managing employee engagement programs.

H4: “There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on age.”

We human beings learn and get experience over some time. Age increases the maturity among people and so changes the responsibilities of people. It is, therefore, essential to explore if the employee across different age groups has a significant difference of opinion on the parameters of employee engagement.

H5: “There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on educational qualification.”

Education helps us learn new and different things during our life. Higher education is sought by people when they seek better options in life from employment. Will they be better engaged if they get better employment options for life standard, or is it otherwise. It is thus vital to check if there is a significant difference in liking if employee engagement parameter among people who are with different level of education.

H6: “There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on experience.”

Employees play various roles and have a different level of interaction based on their number of years. The question is to check and explore if this experience leads to employees selecting different engagement parameters.

H7: “There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on place of living.”

We have places known for their characteristics. We know the city as a cultural city, financial city, and likes. People in our country are still moving towards different towns to get a better option in life. Also, some people are not able to move to different places during the early part of their life. The early part of human life shapes personalities. Therefore, it is essential to explore if there is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on the place of living.

Having made a hypothesis related to the parameters to understand the impact on employee engagement, it is also essential to explore and understand if employee engagement parameters

contribute to the overall engagement. Below two hypotheses are to examine the relationship of engagement parameters on the overall employee engagement.

H8: “There exists a significant positive relationship between the parameters of employee engagement and the overall employee engagement.”

H9: “The parameters of employee engagement have a significant impact on the overall employee engagement.”

3.7 Research Design

Easterby-Smith et al., 2015, explained that research design is like a core design document that explains all the steps required during the research. The design document enlightens data definition, from where it will be collected, how it will be collected, and the analysis methods for interpretation. Therefore, a research design is a written description of the research, research process, and approaches adopted. The methodology followed for exploring and researching the subject through its various hypotheses.

A research design is an architectural plan for investigation scenarios to obtain answers to research questions. The plan is an overall scheme or program of the research, which includes an outline of what the researcher will do from hypothesis and their operational implications to the final analysis of data (Schindler 2012)

This study is to explore and associate engagement parameters with various employee groups/segments. Therefore, an exploratory study was conducted to understand the critical engagement parameters across the target population.

Target Population: Employees of IT Services companies in Bengaluru in age groups of 20-50 years, either male or female and with any educational level (less than graduate to above post-graduate). To have clarity around scope, ITeS and BPO companies are not part of the study

Data Analysis

The choice of data analysis technique is dependent upon research objectives and hypotheses that need validation. In this study, to analyze the data, various methods have been used. The purpose of this section is to provide a summary of these techniques.

The following data analysis methods will be used to understand and interpret the data and information:

- 1) Analysis methods, e.g., frequency table, bar charts, pie charts, histograms, Pareto diagram, box plots, mapping, and cross-tabulations, were used based on the relevance of the presentation of data

The primary purpose of using the frequency table is to provide the distribution of demographic information of the sample. The frequency table helps in counting the number of respondents that fall into various categories.

- 2) Cronbach Alpha test to check for data reliability and consistency - The reliability describes whether the measuring tool is reliable to the extent that independent administrations of the same tool will consistently yield similar results. Reliability is also the proportion of the variation among scores from one administration to another concerning consistency in capturing the response. To prove consistent and reliable data, the value of Cronbach's alpha should be higher than 0.70. There are several methods to calculate reliability. But the primary method used is Cronbach's Alpha.

- 3) Hypothesis test - to test the hypothesis (as described earlier) - Independent Sample T-Test - The independent sample t-test is a parametric technique for testing two sample means drawn from independent samples. In this study, a t-test was performed to analyze the

difference of gender on employee engagement, organizational culture, job satisfaction, employee retention, and core self-evaluations construct.

- 4) Correlation means association or relationship in literature, and statistically, it is a measure of the extent to which two or more variables are related. This study used correlation analysis to establish the relationship between parameters of engagement and employee engagement.
- 5) Both simple and multiple regressions predict the unknown value of engagement from the known value of two or more engagement parameters- also called the predictors —Way ANOVA is used to compare the mean value for more than two independent groups. A one-way ANOVA is a statistical method to test the equality of three or more means simultaneously using homogeneity of variance assumption. In the present study, one-way ANOVA is used to measure group differences between demographic variables (age, gender, and education qualification) on various employee engagement parameters.
- 6) Factor analysis - to describe variability among observed, correlated variables in terms of a potentially lower number of unobserved engagement parameters.

Factor analysis helps to develop the measure (scale) based on the grouping of variables under different components/factors as a data reduction technique. Secondly, develop a theory concerning the nature of the construct. Finally, to review the relationship in the form of a parsimonious set of factor scores for subsequent analysis.

3.8 Sampling Plan

Sample Size

Data collected using a structured questionnaire, where friends and colleagues, apartment associations, HR meetings, and conferences helped in identifying and administering the survey.

Krejcie et al. (1970), In the article “Small Sample Techniques,” has published a formula for determining sample size.

$$s = \frac{X^2 NP(1 - P)}{d^2(N - 1) + X^2 P(1 - P)}$$

X^2 = the table value of chi-square for 1 degree of freedom at the desired confidence level
 = 1.96*1.96 =3.841

N = the population size. (1500000)

P = the population proportion (assumed to be .50 since this would provide the maximum sample size).

d = the degree of accuracy expressed as a proportion (.05)

Numerator = 3.8416*1500000*0.5*(1-0.5) = 1440600

Denominator = 0.05*0.05*(1500000-1)+3.8416*0.5(1-0.5) = 3749.998 + 0.9604 = 3750.948

Sample size = 1440600/3750.948

= 384

At a 95% confidence level with a confidence interval of 5, for a population of 1100000, we need a minimum of 385 sample size. The sample size considered for the research is 461 (390 Quantitative and 36+35 Qualitative)

3.9 Data Collection

Data Collection Methods:

Data collection is a series of actions or steps of collecting and measuring information on a subject of interest in an established and systematic way. This data collection enables the researchers to answer the stated research objectives through various statistical tests.

The objective for all data collection is to capture quality responses for each of the data points. It is vital to maintain data accuracy during the data collection process, irrespective of where the data is qualitative or quantitative. Data accuracy also helps in maintaining the data integrity

This research used primary and secondary data collection methods. Primary data collection was performed using a structured questionnaire and focus group discussion. Secondary data was collected through Industry reports (Gallup, Aon Hewitt, Kincentric, etc.), Doctoral thesis, research articles, leading industry magazines, newspapers, blogs, etc.

Typically for any research, the researcher collects primary data and secondary data. Both data collection types can involve quantitative and qualitative data, and both have their own set of challenges.

Primary – Qualitative – Focus Group Discussion

1. Managing group dynamics
2. Recording statement from each participant
3. Re-Approach to clarify and update records
4. Primary – Quantitative – Questionnaire-based
5. Availability and focus of respondent on the questions
6. The opinion of the respondent on what should be the area of research
7. Data Tabulation and preparation for analysis

Secondary data was sourced from multiple sources, and then the primary data collection method (Focus group discussion and pilot study) was used to confirm the engagement parameters for the study.

To understand the practice used by employers, secondary (Company website, white papers, and published research papers) and primary data (Structured Questionnaire) were used.

- 1) Primary and Secondary research helped to build the list of engagement parameters considered by employees.
- 2) Primary data using Questionnaire – A questionnaire was administered
 - a. Personal Interview Face to Face meeting and discussion
 - b. Personal – Virtual interview–Interview using skype
 - c. Personal – Phone-in
 - d. Email Based
 - e. Google form

Focus group – This study goes deeper into the subject with multiple select respondent sets. Krueger (2002) suggested the active group with 6-10 members.

As a means of collecting qualitative data in some settings and situations Focus Group method is quite efficient (Berg, 2001). The method is very dynamic and, if appropriately administered, can generate enough discussion among group members and also build up a “synergistic group effect” (Stewart & Shamdasani, 1990; Sussman, Burton, Dent, Stacy & Flay, 1991).

In the present study, two sets of focus group discussions were facilitated. The first focus group discussion took place to identify the engagement parameters to be put up for the pilot survey and, second, to do some in-depth study on how engagement parameters engage the employees. The various group consisted of 6-8 members of the same age, gender, and educational background. The personal experience of respondents helped to validate several engagement parameters.

3.10 Summary

This chapter deals with the philosophy, approaches, design, and methodology to address the research problem. The philosophy of research relates to the development of knowledge and the nature of knowledge (Saunders, Lewis & Thornhill, 2009). The approach to research can help reject or accept the hypothesis. The design or more popular research design is the most significant task after defining the research problem. Various Authors have defined and classified Research Design. However, none of these definitions could successfully capture all the aspects of Research Design. (Cooper et al., 2012). A research method is a tool and technique used to make classical sense of a problem. In contrast, the methodology is a framework that uses approaches as part of the broader research strategy.

The reliability of research data in any research is critical. Cronbach's alpha test supports a Data reliability check, and the applicability of research to other similar settings, producing the same results under similar conditions, is significant. In the present study, the methods of data collection and analysis that have been applied followed the methods applied in a similar type of research with a similar type of information and measurement scale. During analysis, the data is subjected to the reliability test in MS excel to ensure their reliability.

Reliability is the degree to which the research findings accurately represent what is happening in the situation, i.e., whether the results are really about what they appear to be about (Saunders, Lewis & Thornhill, 2003, Saunders et al., 2009; Hussey & Hussey, 1997).

For the present study, the questionnaire ensured the data collection for the pilot and central survey and Cronbach alpha test conducted at various levels to ensure that data's reliability is maintained continuously.

CHAPTER 4 – DATA ANALYSIS

CHAPTER 4: DATA ANALYSIS

4.1 Overview

Analysis and interpretation are critical to the study, help a researcher statistically measure the hypothesis and other data performances. Data is analyzed using MS Excel, Minitab, and SPSS. Various statistical analysis conducted in this research is Demographic analysis, Cross Tabulation (to understand the respondent profile and its landscape), Data Reliability test (using Cronbach alpha test), Descriptive Analysis, Parameter acceptance in the Employee engagement by percentage Exploratory factor analysis (KMO-Bartlett test, Rotated Component Matrix), Independent Sample T-test, ANOVA, Correlation and Multiple regression.

This chapter presents the analysis and interpretation of all the statistical analysis of data collected from respondents (Employees of an IT services company from Bangalore).

4.2 Demographic Profile

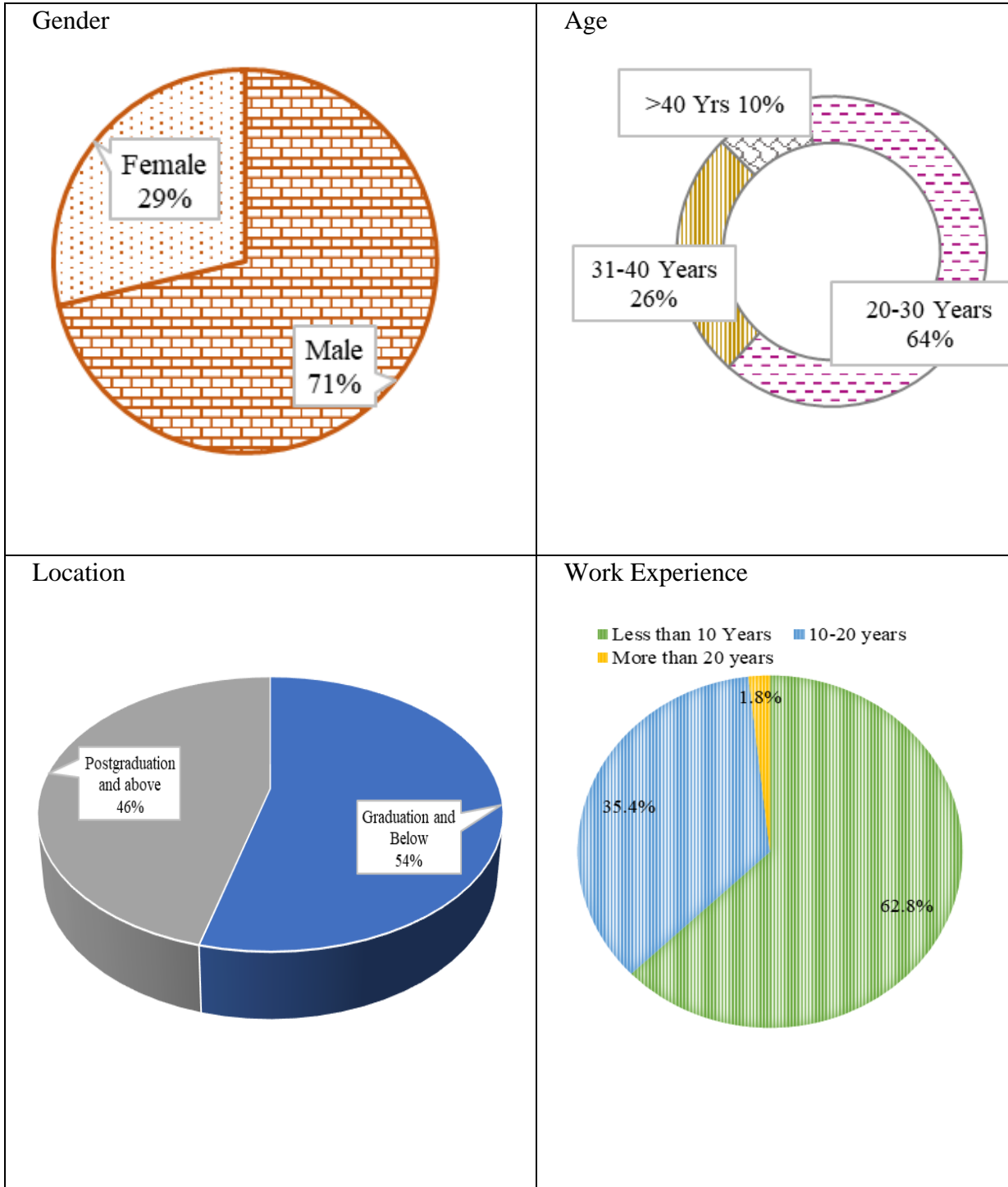
Table 4.1 – Demographic Analysis

| | | Count | Column % |
|--------------------|--------------------------|-------|----------|
| Gender | Male | 278 | 71.3% |
| | Female | 112 | 28.7% |
| Age of Respondents | 20-30 Years | 251 | 64.4% |
| | 31-40 Years | 101 | 25.9% |
| | More than 40 Years | 38 | 9.7% |
| Educational Level | Graduation and Below | 211 | 54.1% |
| | Postgraduation and above | 179 | 45.9% |

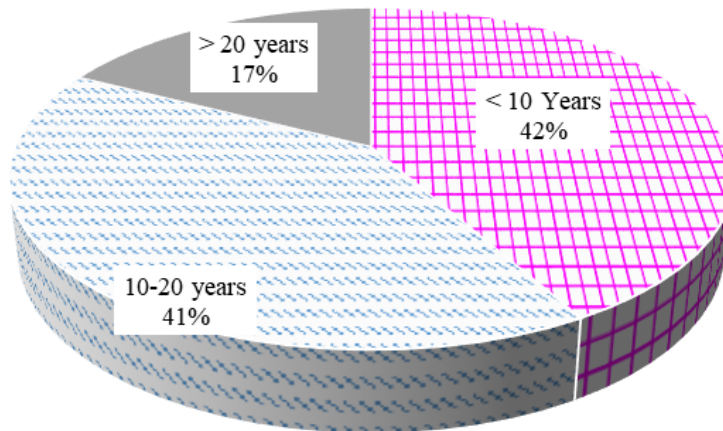
| | | Count | Column % |
|--------------------------------------|--------------------|-------|----------|
| Work Experience | Less than 10 Years | 245 | 62.8% |
| | 10-20 years | 138 | 35.4% |
| | More than 20 years | 7 | 1.8% |
| Time Spent in Bangalore | Less than 10 Years | 163 | 41.8% |
| | 10-20 years | 159 | 40.8% |
| | More than 20 years | 68 | 17.4% |
| School | Tire 1 City | 47 | 12.1% |
| | Tire 2 City | 343 | 87.9% |
| Graduation -PG | Tire 1 City | 63 | 16.2% |
| | Tire 2 City | 327 | 83.8% |
| Managing People | Yes | 173 | 44.4% |
| | No | 217 | 55.6% |
| Managing Employee Engagement Program | Yes | 157 | 40.3% |
| | No | 233 | 59.7% |
| Heard of Employee Engagement Program | Yes | 344 | 88.2% |
| | No | 46 | 11.8% |

Graphical Representation of the Demographic Profile

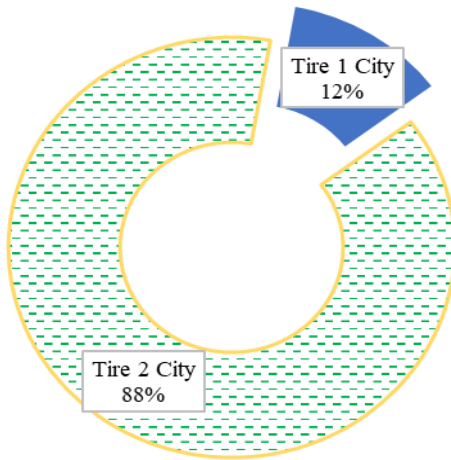
Figure 4.1 – Demographic Profile



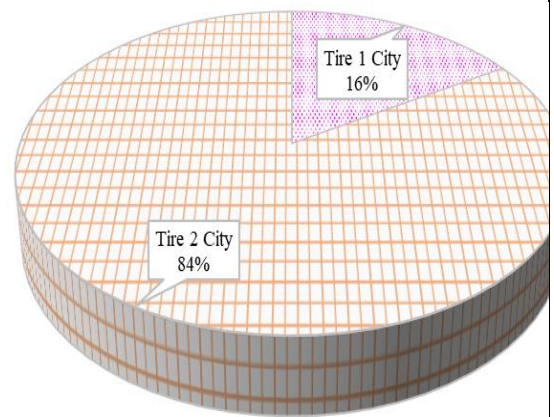
Time Spent in Bengaluru



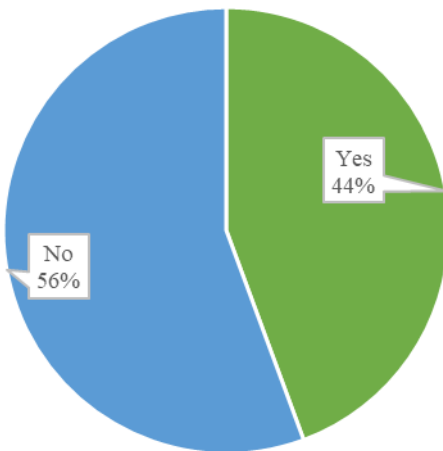
Location- School



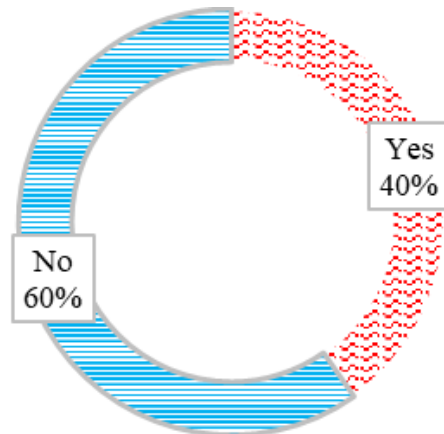
Location- Graduation

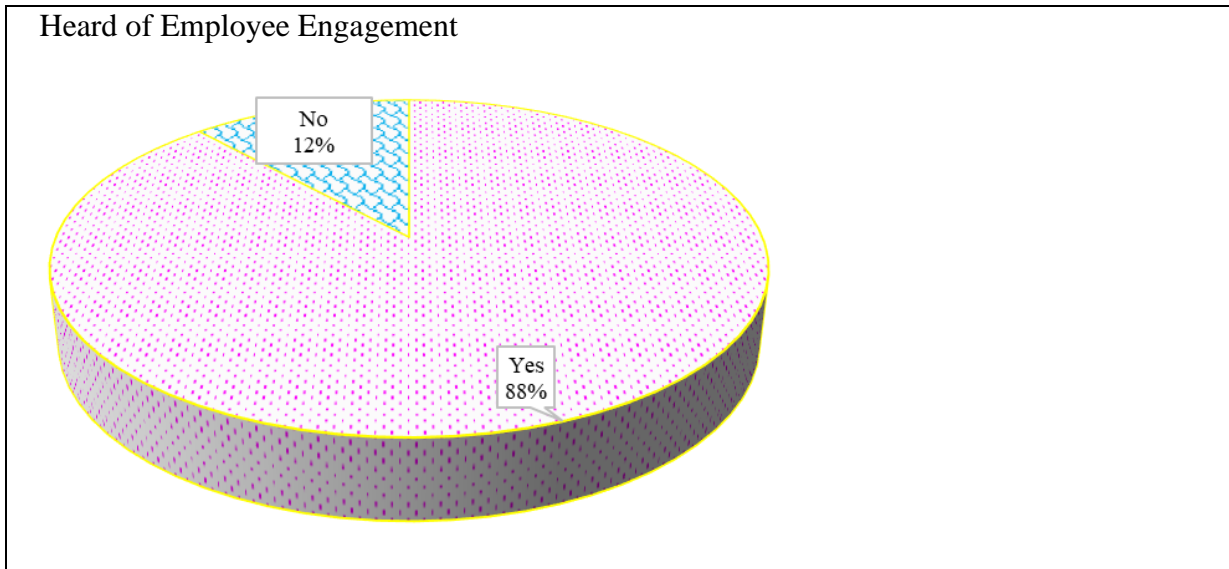


Managing People



Managing Employee Engagement





Interpretation:

71.3 percent of the respondents were male, and 28.7 percent of the respondents were female. Concerning the age-wise classification, 64.4 percent of the respondents were in the age group between 20-30 years, 25.9 percent were in the age group between 31-40 years, and 9.7 percent were more than 40 years of age. 54.1 percent of the respondents were graduates or had education below graduation, followed by 45.9 percent with Post graduation and more than post-graduation as their educational qualification. Concerning work experience, 62.8 percent of the respondents had less than ten years of experience, followed by 35.4 percent with 10-20 years and 1.8 percent with less than ten years of experience. 41.8 percent of the respondents less than ten years in Bengaluru, followed by 40.8 percent with 10-20 years and 17.4 percent with more than 20 years in Bengaluru. 87.9 percent and 83.8 percent of the respondents had their schooling and graduation from Tire 2 cities, respectively. Tabulated data shows that 55.6 percent of the respondents do not involve in managing people, and 59.7 percent do not include in driving employee engagement when compared to their counterparts. While looking into the awareness

level among the employees concerning employee engagement, 88.2 percent of the respondents have heard of employee engagement, and 11.8 percent have not heard of it.

Demographic profile of employees and managers who participated in of Focus Group Study related to Work Environment were:

Employees from selective large Indian and foreign IT services companies were selected on a convenience basis to understand the effect of work from home on employee engagement.

29% of respondents were Manager (People Manager and HR Managers). On gender profile, 34%

of employees were female, 66% were Male. Employees were equally distributed between Indian

and Foreign (51%-49%) IT services companies. 37% of employees in 20-30 yrs. age group, 40%

were in the 30-40 Yrs. age group and others in the 40+ age group.

4.3 Demographic Cross-Tabulation

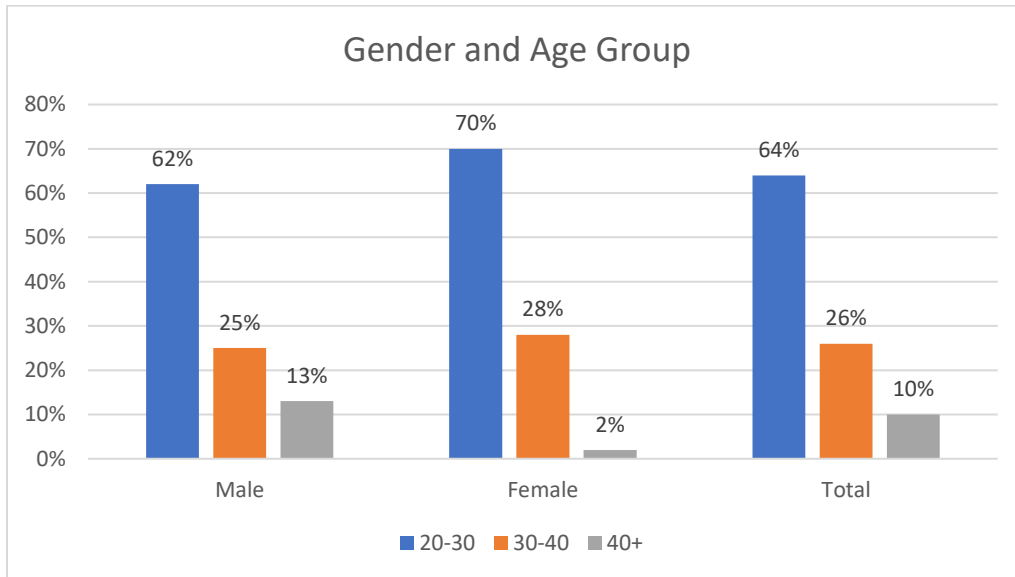
Cross Tabulation of Gender with other demographics factors

1. Gender and Age of Employees (in Yrs.)

Table 4.2 – Cross Tabulation of Gender and Age of Employees

| Gender | 20-30 | 30-40 | 40+ | Total |
|--------|--------------|--------------|-------------|-------|
| Male | 172 (62%) | 70 (25%) | 36 (13%) | 278 |
| Female | 79 (70%) | 31 (28%) | 2 (2%) | 112 |
| Total | 251 (64%) | 101 (26%) | 38 (10%) | 390 |

Figure 4.2 – Cross Tabulation of Gender and Age of Employees



Interpretation – At an overall level, 64% of employees who participated in the survey are in the age group of 20-30 yrs. 26% in 30-40 yrs. and 10% are in 40yrs + age group. 62% of male and 70% of female employees are in age group of 20-30 yrs. against 25% and 28% of male and

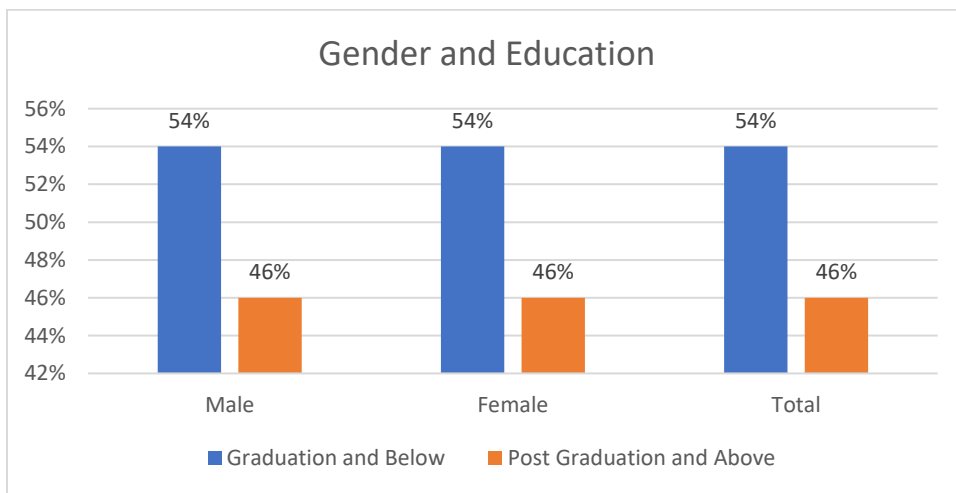
female are in 30-40 yrs. of age group respectively. 13% of males, 2% of females are in the age group of 40%.

2. Gender and Education of Employees (in Yrs.)

Table 4.3 – Cross Tabulation of Gender and Education of Employees

| Gender | Graduation and Below | Post-Graduation and Above | Total |
|--------|----------------------|---------------------------|-------|
| Male | 150 (54%) | 128 (46%) | 278 |
| Female | 61 (54%) | 51 (46%) | 112 |
| Total | 211 (54%) | 179 (46%) | 390 |

Figure 4.3 – Cross Tabulation of Gender and Education of Employees



Interpretation

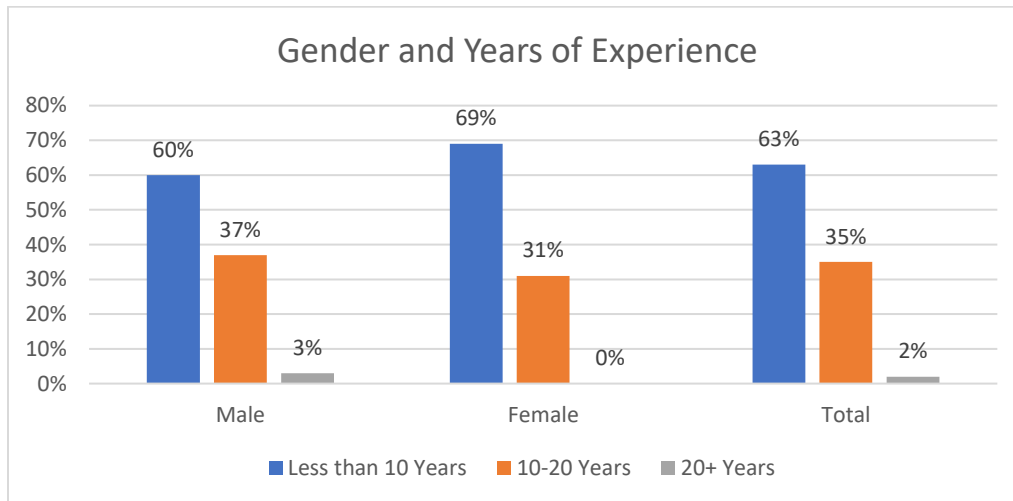
Employee spread across gender is uniform. 54% of males and females have an education level of Graduation and below, whereas 46% of males and females have an educational qualification of post-graduation and above.

3. Gender and Work Experience (in Yrs.)

Table 4.4 – Cross Tabulation of Gender and Work Experience

| Gender | Less than 10 Years | 10-20 Years | 20+ Years | Total |
|--------|--------------------|--------------|-----------|-------|
| Male | 168 (60%) | 103 (37%) | 7(3%) | 278 |
| Female | 77 (69%) | 35 (31%) | 0 (0%) | 112 |
| Total | 245 (63%) | 138 (35%) | 7 (2%) | 390 |

Figure 4.4 – Cross Tabulation of Gender and Work Experience



Interpretation

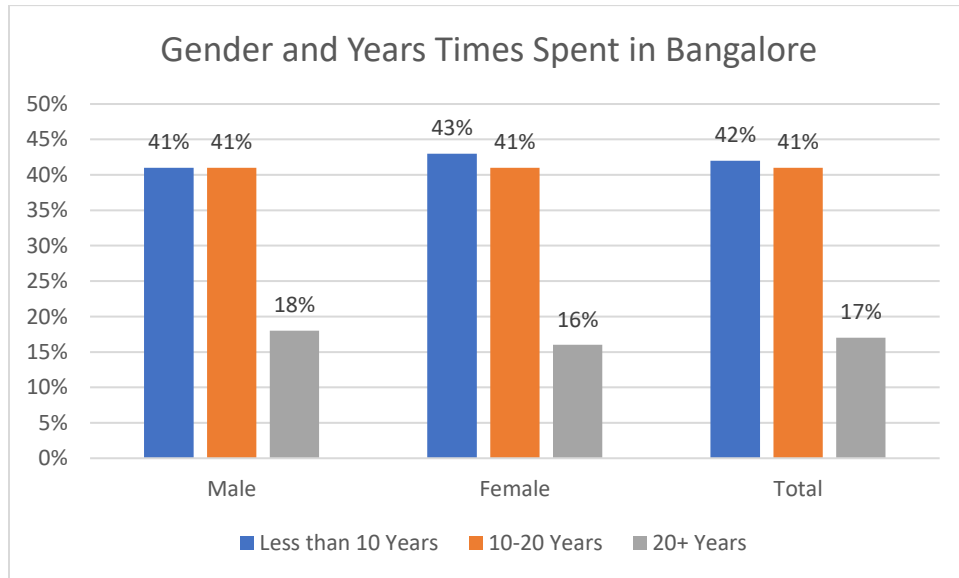
63% of Employees have less than ten years of work experience, and 35% of employees have 10-20 years of experience. 60% of male and 69% of female employees are in less than ten years of work experience group where 10-20 years of work experience group had 37% of male and 31% of female from their respective gender groups.

4. Gender and Time Spent in Bangalore

Table 4.5 – Cross Tabulation of Gender and Time Spent in Bangalore

| Gender | Less than 10 Years | 10-20 Years | 20+ Years | Total |
|--------|--------------------|--------------|-------------|-------|
| Male | 115 (41%) | 113 (41%) | 50 (18%) | 278 |
| Female | 48 (43%) | 46 (41%) | 18 (16%) | 112 |
| Total | 163 (42%) | 159 (41%) | 68 (17%) | 390 |

Figure 4.5 – Cross Tabulation of Gender and Time Spent in Bangalore



Interpretation

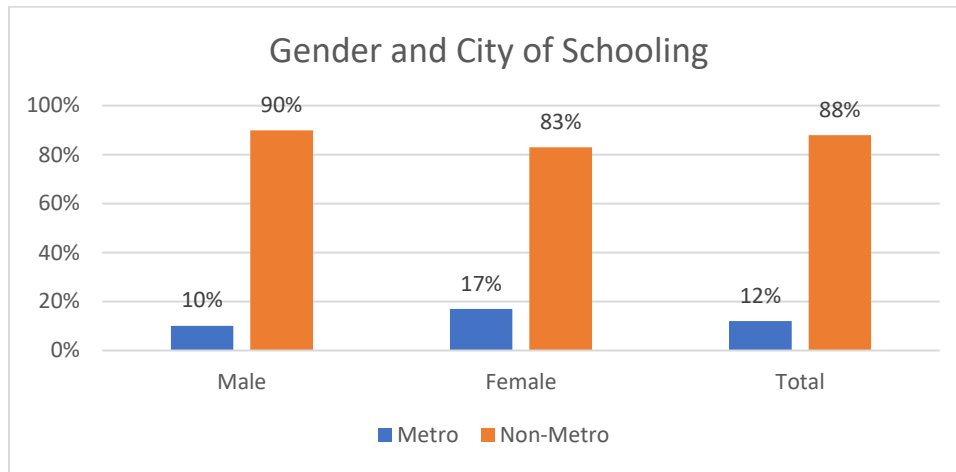
42% of Employees have lived less than ten years in Bangalore, and 41% of them lived between 10-20 years. 41% of male employees lived in the city for less than ten years and between 10-20 years and approximately the same %age of female employees lived in the city for a similar period (43%-less than ten years and 41% - 10-20 years).

5. Gender and City of Schooling

Table 4.6 – Cross Tabulation of Gender and City of Schooling

| Gender | Metro | Non-Metro | Total |
|--------|-------------|--------------|-------|
| Male | 28 (10%) | 250 (90%) | 278 |
| Female | 19 (17%) | 93 (83%) | 112 |
| Total | 47 (12%) | 343 (88%) | 390 |

Figure 4.6 – Cross Tabulation of Gender and City of Schooling



Interpretation

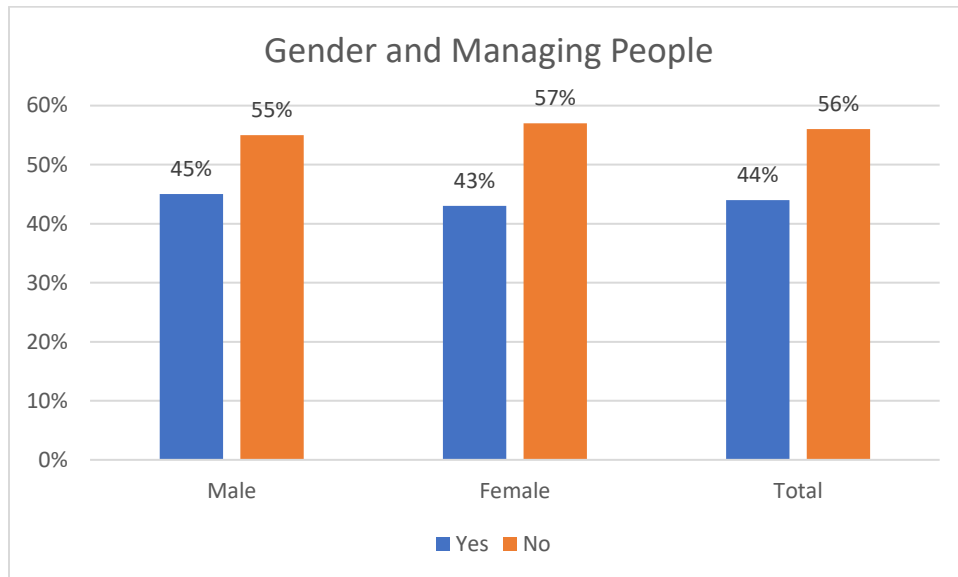
The majority of the employees surveyed actually belong to small cities. 88% of employees completed their schooling from Non-metro city. 90% of male and 83% of female respondents are from non-metro, whereas only 10% of male and 17% of female are from metro cities.

6. Gender and Managing People

Table 4.7 – Cross Tabulation of Gender and Managing People

| Gender | Yes | No | Total |
|--------|--------------|--------------|-------|
| Male | 125 (45%) | 153 (55%) | 278 |
| Female | 48 (43%) | 64 (57%) | 112 |
| Total | 173 (44%) | 217 (56%) | 390 |

Figure 4.7 – Cross Tabulation of Gender and Managing People



Interpretation

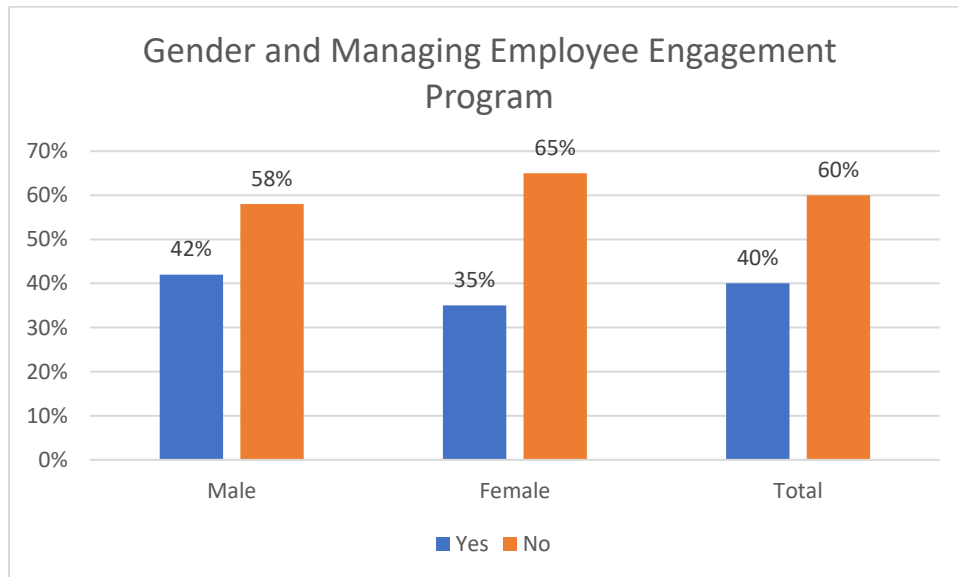
At an overall level, 44% of the employee were involved in managing other employees. 45% of male and 43% of females employees survey have responsibilities of managing other employees.

7. Gender and Managing employee engagement Program

Table 4.8 – Cross Tabulation of Gender and Managing employee engagement Program

| Gender | Yes | No | Total |
|--------|--------------|--------------|-------|
| Male | 118 (42%) | 160 (58%) | 278 |
| Female | 39 (35%) | 73 (65%) | 112 |
| Total | 157 (40%) | 233 (60%) | 390 |

Figure 4.8 – Cross Tabulation of Gender and Managing employee engagement Program



Interpretation

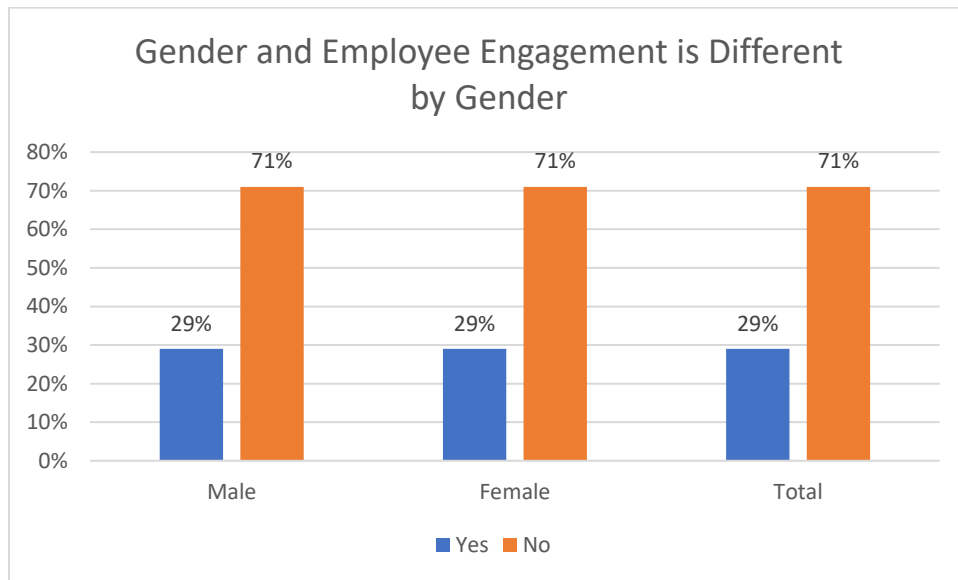
At an overall level, 40% of employees are entrusted with the responsibilities of managing the employee engagement programs. 42% of males employees (who were surveyed) and 35% of female employees had managed or managing employee engagement programs.

8. Gender and Thinks that EE is different for different Gender

Table 4.9 – Cross Tabulation of Gender and Thinks that EE is different for different Gender

| Gender | Yes | No | Total |
|--------|--------------|--------------|-------|
| Male | 80 (29%) | 198 (71%) | 278 |
| Female | 32 (29%) | 80 (71%) | 112 |
| Total | 112 (29%) | 278 (71%) | 390 |

Figure 4.9 – Cross Tabulation of Gender and Thinks that employee engagement is different for different Gender



Interpretation

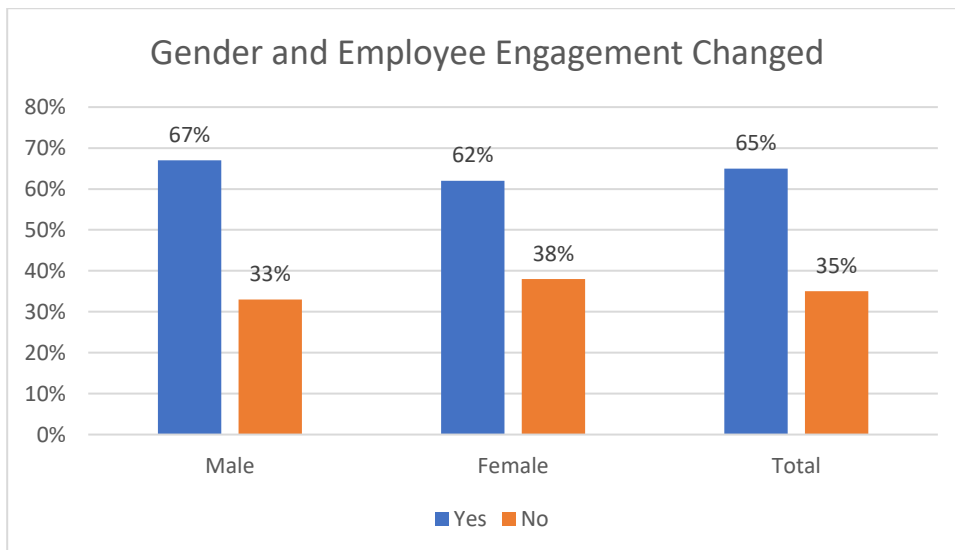
The majority of respondents (71%) employees do not think that employee engagement parameters are different for males and different for a female. Male and Female respondents equally (71%) believe that employee engagement parameters are not different among them.

9. Gender and employees who think that EE parameters have Changed over the years

Table 4.10 - Cross Tabulation of Gender and Employees who thinks that EE parameters have changed over the years

| Gender | Yes | No | Total |
|--------|-----------|-----------|-------|
| Male | 185 (67%) | 93 (33%) | 278 |
| Female | 69 (62%) | 43 (38%) | 112 |
| Total | 254 (65%) | 136 (35%) | 390 |

Figure 4.10 - Cross Tabulation of Gender and Employees who thinks that EE parameters have changed over the years



Interpretation

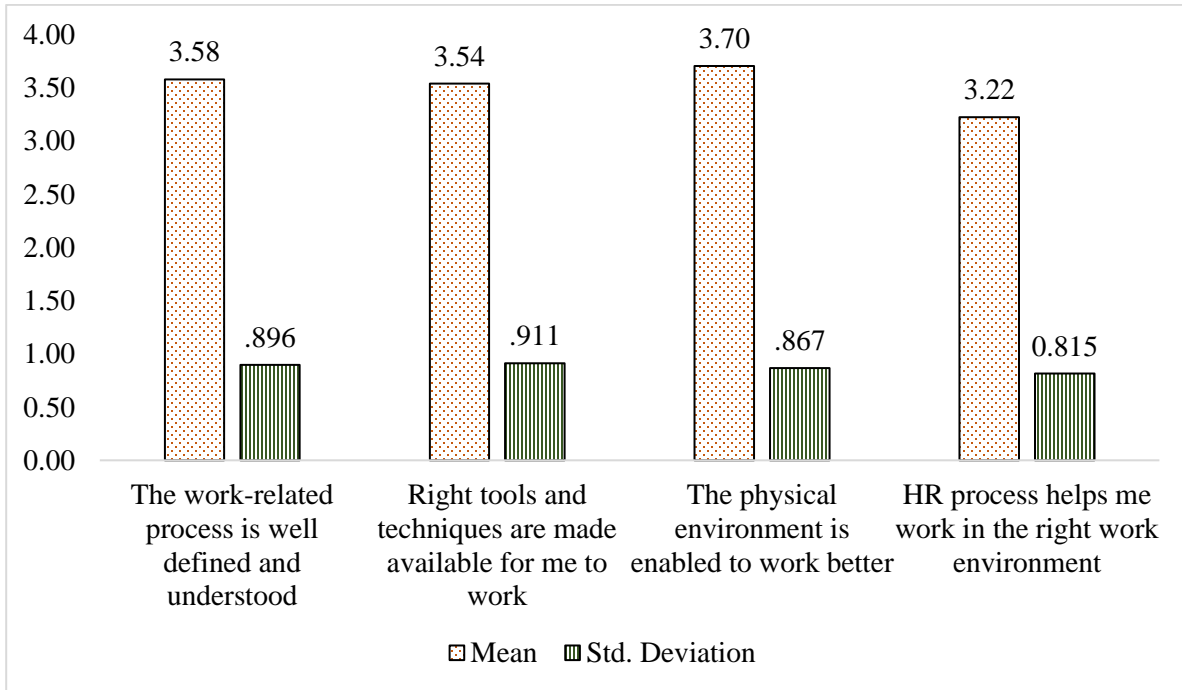
65% of employees think that employee engagement parameters have changed over the years. 67% of male employees and 62% of female employees belong to this category who thinks that employee engagement parameters have changed over the years.

4.4 Descriptive Analysis – Engagement Parameters – Questions

Table 4.11 Descriptive Statistics of Work Environment

| | Mean | Std. Deviation |
|--|------|----------------|
| The work-related process is well defined and understood | 3.58 | .896 |
| The right tools and techniques are made available for me to work | 3.54 | .911 |
| The physical environment is enabled to work better | 3.70 | .867 |
| HR process helps me work in the right work environment | 3.22 | 0.815 |
| Work Environment | 3.51 | 0.871 |

Figure 4.11 Descriptive Statistics of Work Environment



Interpretation:

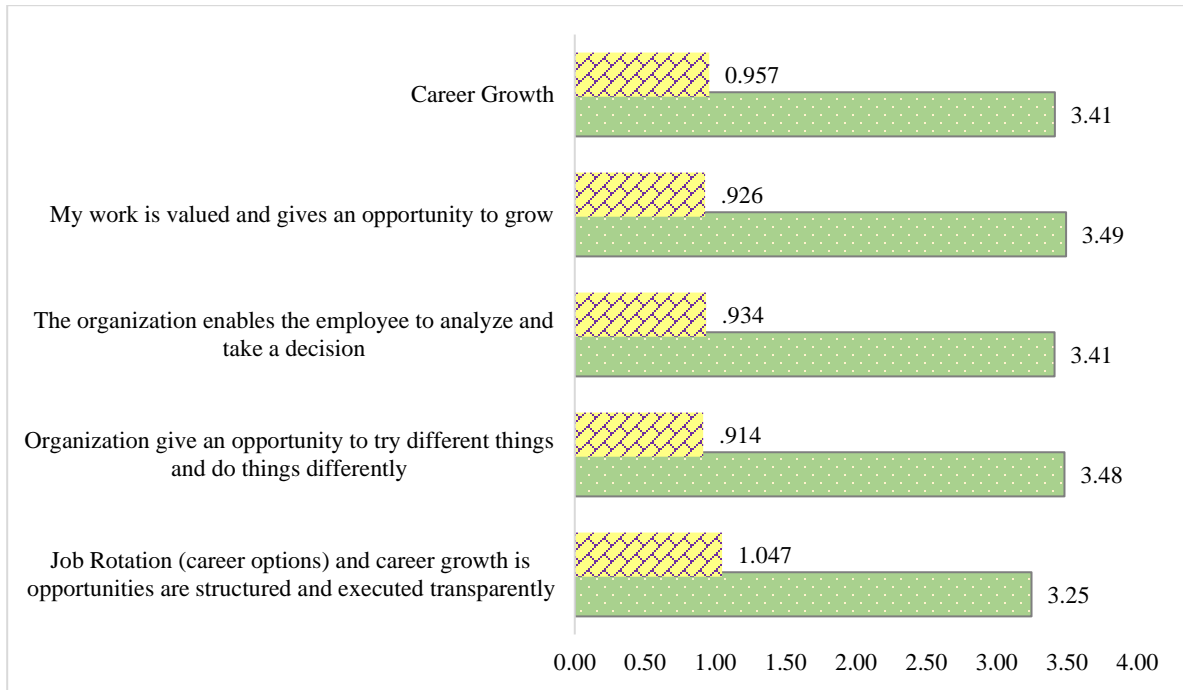
With regard to Work Environment ($M = 3.51, S. D = 0.871$), the item 'The physical environment is enabled to work better' ($M = 3.70, S. D = 0.867$) had the highest mean followed by 'The work-

related process is well defined and understood' ($M = 3.58, S. D= 0.896$), 'Right tools and techniques are made available for me to work' ($M = 3.54, S. D= 0.911$) and 'HR process helps me work in the right work environment' ($M = 3.22, S. D= 0.815$).

Table 4.12 - Descriptive Statistics of Career Growth

| | Mean | Std. Deviation |
|--|------|----------------|
| Job Rotation (career options) and career growth is opportunities are structured and executed transparently | 3.25 | 1.047 |
| Organization allow trying different things and doing things differently | 3.48 | .914 |
| The Organization enables the employee to analyze and make a decision | 3.41 | .934 |
| My work is valued and gives an opportunity to grow | 3.49 | .926 |
| Career Growth | 3.41 | 0.957 |

Figure 4.12 - Descriptive Statistics of Career Growth



Interpretation:

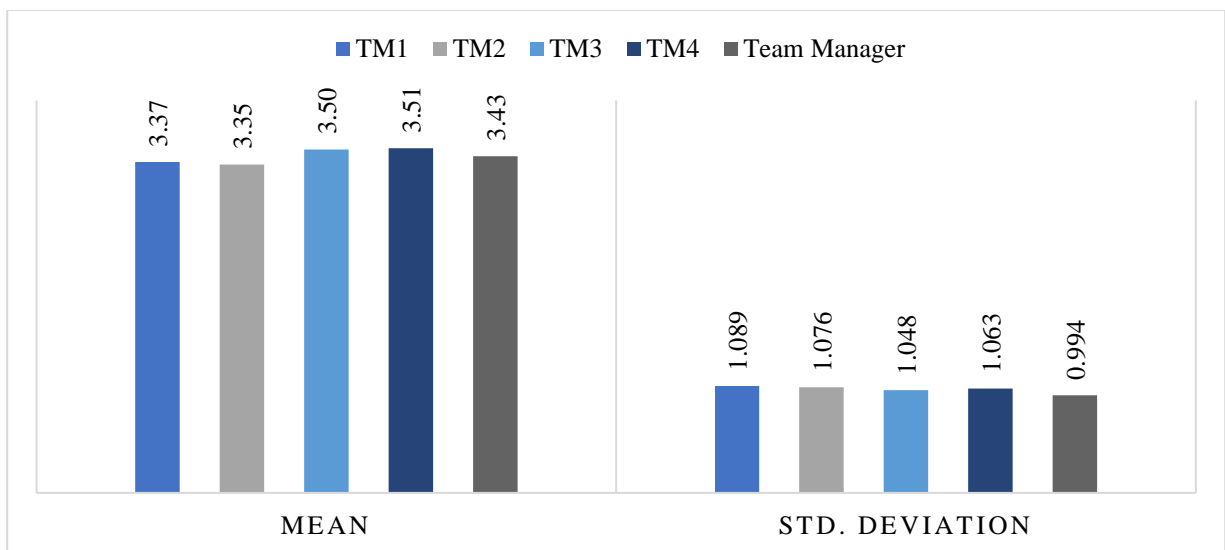
From the table above, it is interpreted that Career Growth ($M = 3.41, S. D= 0.957$) had more contribution from the item 'My work is valued and gives an opportunity to grow' ($M = 3.41, S. D= 0.926$), 'Organization give an opportunity to try different things and do things differently' ($M = 3.48, S. D= 0.914$), 'The organization enables the employee to analyze and make a decision' ($M = 3.41, S. D= 0.934$) and 'Job Rotation (career options) and career growth are opportunities are structured and executed transparently' ($M = 3.25, S. D= 1.047$).

Table 4.13 - Descriptive Statistics of Team Manager

| | Mean | Std. Deviation |
|--|------|----------------|
| My Manager is consistent in his/her word and act | 3.37 | 1.089 |

| | Mean | Std. Deviation |
|--|------|----------------|
| Fair and transparent – Unbiased behavior | 3.35 | 1.076 |
| Supports in corrective actions/ believes motivation and reward more than the penalty | 3.50 | 1.048 |
| Supports in my development – communicates honestly on strength and weakness | 3.51 | 1.063 |
| Team Manager | 3.43 | 0.994 |

Figure 4.13 - Descriptive Statistics of Team Manager



Interpretation:

The above table highlights that, Team Manager ($M = 3.43$, $S. D = 0.994$) was found to have the highest score from the item 'Supports in my development – communicates honestly on strength and weakness' ($M = 3.51$, $S. D = 1.063$) followed by 'Supports in corrective actions/believe motivation and reward more than the penalty' ($M = 3.50$, $S. D = 1.048$), 'My Manager is

consistent in his/her word ($M = 3.37, S. D= 1.089$), and act and Fair and transparent – Unbiased behavior ($M = 3.35, S. D= 1.076$).

Table 4.14 - Descriptive Statistics of Co-Worker

| | Mean | Std. Deviation |
|---|------|----------------|
| Co-workers treat each other as a friend | 3.69 | 0.891 |
| Co-worker trust each other and collaborate | 3.65 | 0.864 |
| Co-workers support and help to perform better | 3.66 | 0.924 |
| Co-Worker | 3.67 | 0.829 |

Figure 4.14 - Descriptive Statistics of Co-Worker



Interpretation:

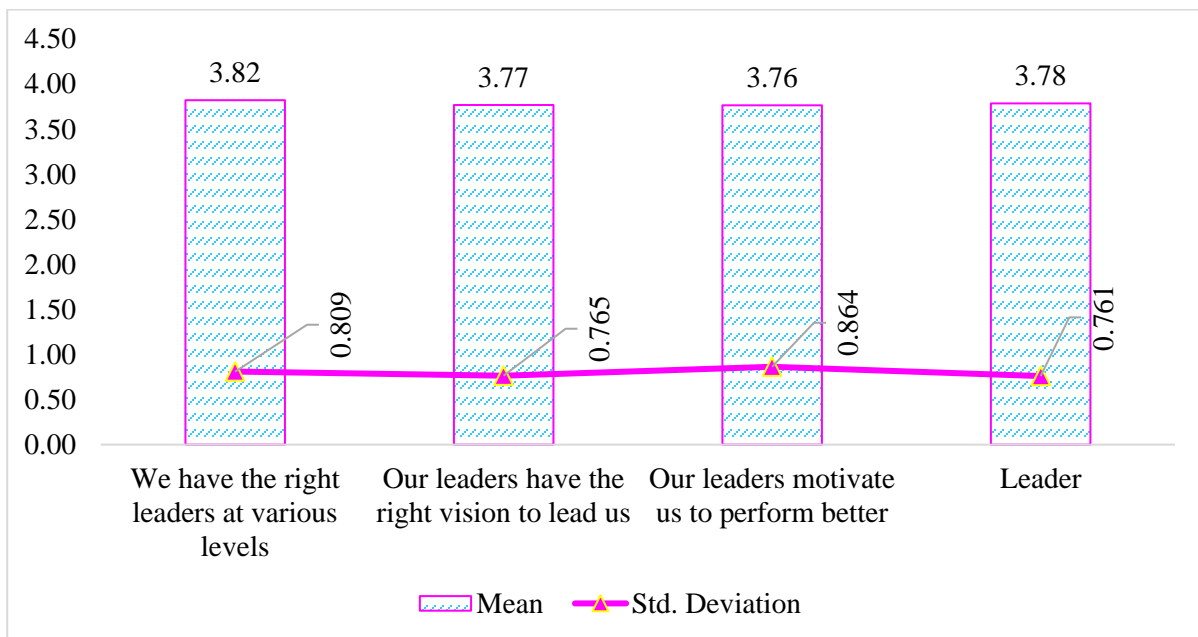
From the table it is understood that Co-Worker ($M = 3.67, S. D= 0.829$) had highest contribution from the item ‘Co-workers treat each other as a friend’ ($M = 3.69, S. D= 0.891$) followed by

‘Co-workers support and help to perform better’ ($M = 3.66, S. D= 0.924$) and ‘Co-worker trust each other and collaborate’ ($M = 3.65, S. D= 0.864$).

Table 4.15 - Descriptive Statistics of Leader

| | Mean | Std. Deviation |
|--|------|----------------|
| We have the right leaders at various levels | 3.82 | 0.809 |
| Our leaders have the right vision to lead us | 3.77 | 0.765 |
| Our leaders motivate us to perform better | 3.76 | 0.864 |
| Leader | 3.78 | 0.761 |

Figure 4.15 - Descriptive Statistics of Leader



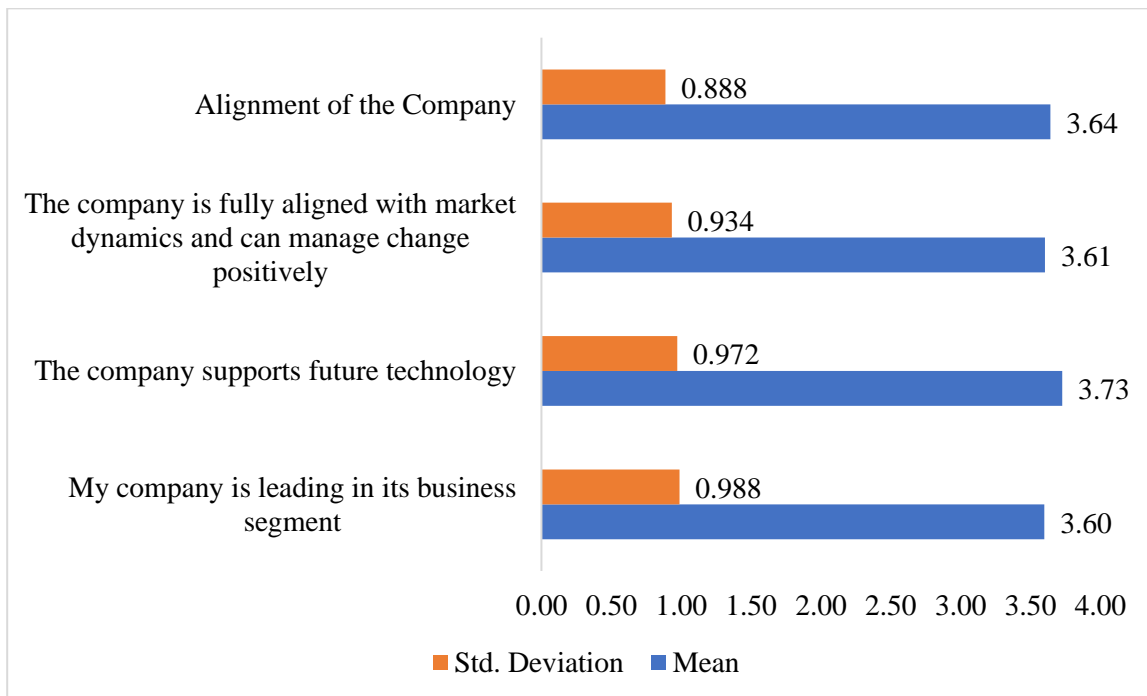
Interpretation:

We can interpret from the above table that Leader ($M = 3.78, S. D= 0.761$) was found to have a higher contribution from the item 'We have the right leaders at various levels' ($M= 3.82, S. D= 0.809$) followed by 'Our leaders have the right vision to lead us' ($M = 3.77, S. D= 0.765$), and 'Our leaders motivate us to perform better' ($M = 3.76, S. D= 0.864$).

Table 4.16 - Descriptive Statistics of Alignment of the Company

| | Mean | Std. Deviation |
|--|------|----------------|
| My Company is leading in its business segment | 3.60 | 0.988 |
| The Company supports future technology | 3.73 | 0.972 |
| The Company is fully aligned with market dynamics and can manage change positively | 3.61 | 0.934 |
| Alignment of the Company | 3.64 | 0.888 |

Figure 4.16 - Descriptive Statistics of Alignment of the Company



Interpretation:

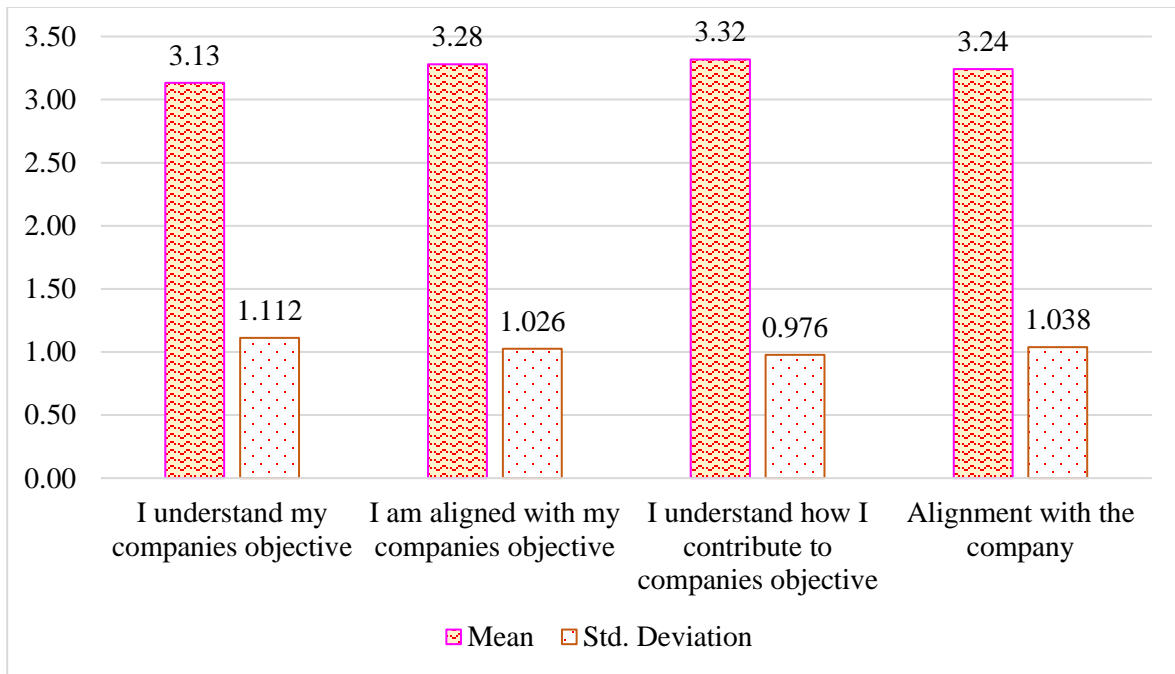
With respect to Alignment of the Company ($M = 3.64, S. D = 0.888$), It was found that the item 'The company supports future technology' ($M = 3.73, S. D = 0.972$) had the highest contribution, followed by 'The company is fully aligned with market dynamics and can manage change

positively' ($M = 3.61, S. D= 0.934$) and 'My company is leading in its business segment' ($M = 3.60, S. D= 0.988$).

Table 4.17 – Descriptive Statistics of Alignment with the Company

| | Mean | Std. Deviation |
|---|------|----------------|
| I understand my Company's objective | 3.13 | 1.112 |
| I am aligned with my Company's objective | 3.28 | 1.026 |
| I understand how I contribute to companies' objective | 3.32 | 0.976 |
| Alignment with the Company | 3.24 | 1.038 |

Figure 4.17 - Descriptive Statistics of Alignment with the Company



Interpretation:

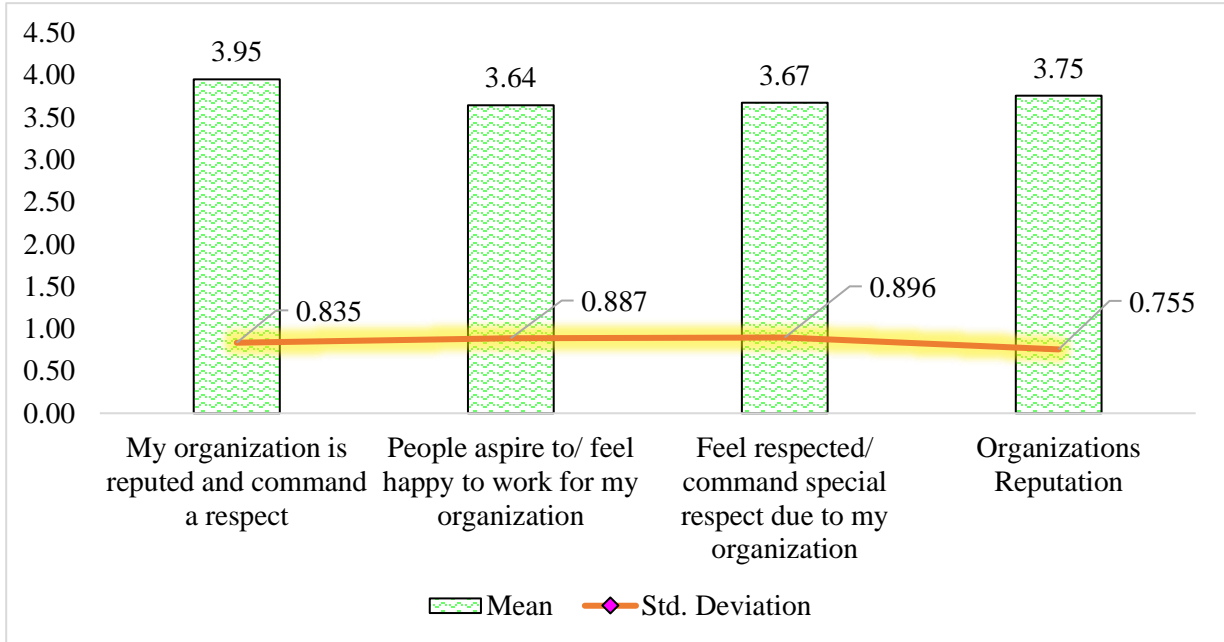
The above table infers that the construct Alignment with the Company ($M = 3.24, S. D= 1.038$) had the highest contribution from the item 'I understand how I contribute to companies'

objective' ($M = 3.32$, $S. D = 0.976$), 'I am aligned with my company's objective' ($M = 3.28$, $S. D = 1.026$), and 'I understand my company's objective' ($M = 3.13$, $S. D = 1.112$).

Table 4.18 - Descriptive Statistics of the Reputation of the Organization

| | Mean | Std. Deviation |
|--|------|----------------|
| My Organization is reputed and command a respect | 3.95 | 0.835 |
| People aspire to/ feel happy to work for my Organization | 3.64 | 0.887 |
| Feel respected/ command special respect due to my Organization | 3.67 | 0.896 |
| Organizations Reputation | 3.75 | 0.755 |

Figure 4.18 - Descriptive Statistics of the Reputation of the Organization



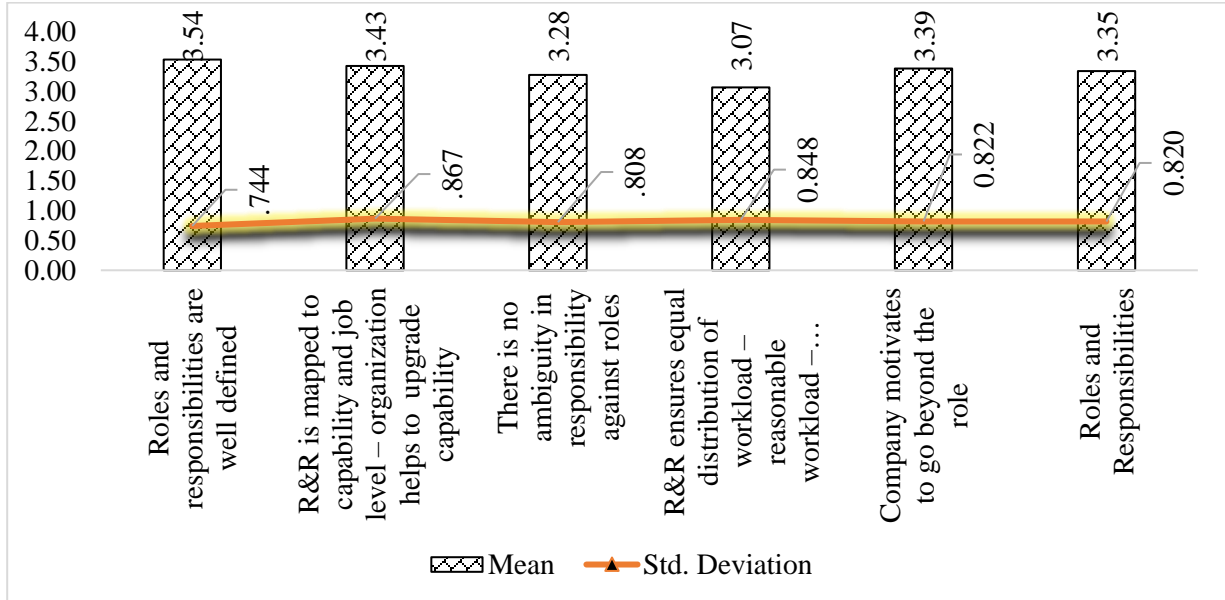
Interpretation

With regard to Organizations Reputation ($M = 3.75$, $S. D = 0.755$), the item ‘My organization is reputed and command a respect’ ($M = 3.95$, $S. D = 0.835$) was found to have highest contribution followed by ‘Feel respected/ command special respect due to my organization’ ($M = 3.67$, $S. D = 0.896$), and ‘People aspire to/ feel happy to work for my organization’ ($M = 3.64$, $S. D = 0.887$).

Table 4.19 - Descriptive Statistics of Roles and Responsibilities

| | Mean | Std. Deviation |
|--|------|----------------|
| Roles and responsibilities are well defined | 3.54 | .744 |
| R&R is mapped to capability and job level – organization helps to upgrade capability | 3.43 | .867 |
| There is no ambiguity in responsibility against roles | 3.28 | .808 |
| R&R ensures equal distribution of workload – reasonable workload – Work-Life balance | 3.07 | 0.848 |
| The Company motivates to go beyond the role | 3.39 | 0.822 |
| Roles and Responsibilities | 3.35 | 0.820 |

Figure 4.19 - Descriptive Statistics of Roles and Responsibilities



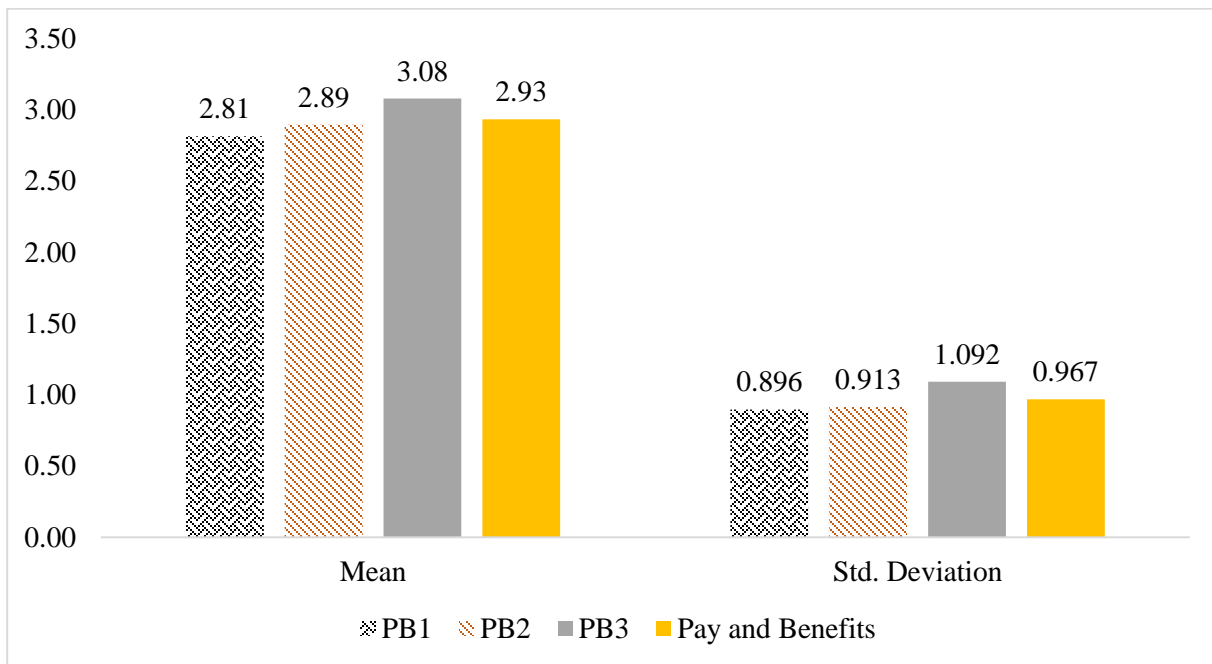
Interpretation:

From the table above it is interpreted that, Roles and Responsibilities ($M = 3.35, S. D= 0.820$) had more contribution from the item 'Roles and responsibilities are well defined' ($M = 3.54, S. D= 0.744$), 'R&R is mapped to capability and job level – organization helps to upgrade capability' ($M = 3.43, S. D= 0.867$), 'Company motivates to go beyond the role' ($M = 3.39, S. D= 0.822$), 'There is no ambiguity in responsibility against roles' ($M = 3.28, S. D= 0.808$) and 'R&R ensures equal distribution of workload – reasonable workload – Work-Life balance' ($M = 3.07, S. D= 0.848$).

Table 4.20 - Descriptive Statistics of Pay and benefits

| | Mean | Std. Deviation |
|--|------|----------------|
| I am paid fairly for the work I do | 2.81 | 0.896 |
| I feel my pay is fair compared to people with similar roles and capability | 2.89 | 0.913 |
| My pay is linked to my performance | 3.08 | 1.092 |
| Pay and Benefits | 2.93 | 0.967 |

Figure 4.20 - Descriptive Statistics of Pay and benefits



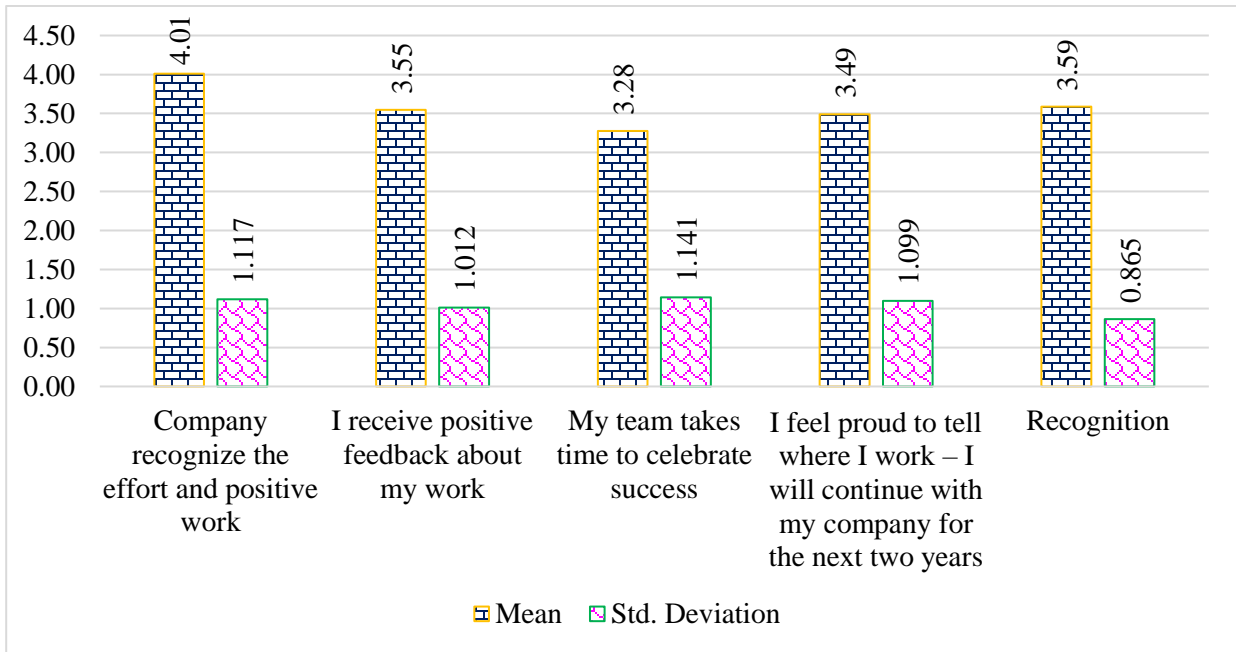
Interpretation:

The above table infers that the construct Pay and Benefits ($M = 2.93$, $S. D= 0.967$) had the highest contribution from the item 'My pay is linked to my performance' ($M = 3.08$, $S. D= 1.092$). I feel my pay is fair compared to people with similar roles and capability' ($M = 2.89$, $S. D= 0.913$), and 'I am paid fairly for the work I do' ($M = 2.81$, $S. D= 0.896$).

Table 4.21 - Descriptive Statistics of Recognition

| | Mean | Std. Deviation |
|--|------|----------------|
| The Company recognized the effort and positive work | 4.01 | 1.117 |
| I receive positive feedback about my work | 3.55 | 1.012 |
| My team takes time to celebrate success | 3.28 | 1.141 |
| I feel proud to tell you where I work – I will continue with my Company for the next two years | 3.49 | 1.099 |
| Recognition | 3.59 | 0.865 |

Figure 4.21 - Descriptive Statistics of Recognition



Interpretation:

From the table above, it is interpreted that, Recognition ($M = 3.59$, $S. D= 0.865$) had more contribution from the item 'Company recognize the effort and positive work' ($M = 4.01$, $S. D= 1.117$), 'I receive positive feedback about my work' ($M = 3.55$, $S. D= 1.012$), 'I feel proud to tell

where I work – I will continue with my company for the next two years' ($M = 3.49$, $S. D = 1.099$), and 'My team takes time to celebrate success' ($M = 3.28$, $S. D = 1.141$).

4.5 Data Reliability - Cronbach Alpha Test

Reliability explains the reproducibility of the same/similar results using repeatable trials. Technically it is defined as the extent to which data coming from a questionnaire produces the same results when used on multiple respondents. Briefly, it is the stability or consistency of scores across respondents. It is important to note that reliability pertains to scores, not people. Thus, in the research, we do not report on the reliability of the respondents. In other words, it is the reliability of a questionnaire as its ability to produce a similar result of the engagement parameters in consideration. The extent to which they agree on the scores for each respondent is a sign of reliability. Similarly, the degree to which an individual's response to a survey would remain the same over some time is also a sign of reliability.

There are several methods used to find the reliability of a questionnaire. Some of these include the test-retest method, equivalent forms, split – halves method, and internal consistency method. The most preferred way to measure reliability is an internal consistency method because it is most effective in field studies due to ease of execution. Internal consistency is concerned with the homogeneity of the parameters on a scale. A scale is internally consistent to the extent to which the parameters are highly inter-correlated. This method is the most considered general form of reliability approximation. In the internal consistency method, reliability is all about internal uniformity, which is the degree of intercorrelation among the parameters that constitute a scale. It represents the level of similarity in the parameters of the scale. Internal consistency is measured using a reliability coefficient of Cronbach's alpha.

Before we start the analysis, it is vital to check and validate the reliability of the collected data.

Cronbach Alpha test is conducted to check the reliability of the data. Formulae used was

$$\alpha = \frac{N}{N - 1} \left(1 - \frac{\sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_X^2} \right)$$

The test was conducted using all engagement parameters

Total Engagement Parameters N= 16

“Var.P” value for all respondent- across all engagement parameters $\sum_{i=1}^N \sigma_{Y_i}^2 = 4.40575$

Sum of “Var.P” value for all across all engagement parameters = σ_X^2

=19.2309

$$\alpha = \frac{N}{N - 1} \left(1 - \frac{\sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_X^2} \right) = (16/(16-1)) * (1-(4.40575/19.2309)) = 0.819084$$

We again performed the Cronbach alpha test using the data from Q25 – 39. (Summarized form) and Q25-39 in non-summarized form. The standardized Cronbach's coefficient alpha value of the engagement data is as below:

Data Table – 4.21 – Cronbach Alpha value for engagement parameters in different combinations

| Parameters Description | Value of Cronbach Alpha |
|------------------------------|-------------------------|
| All 16 Engagement parameters | 0.819084 |
| Summarized Q25-39 | 0.929924067 |
| Non-Summarized Q25-39 | 0.974584 |

Consistent Cronbach alpha calculation confirmed the reliability of the data, and hence we decided to continue with further statistical analysis.

Table 4.22 Descriptive Statistics and Cronbach alpha for Engagement Parameters

| | Mean | S. D | N | Cronbach alpha reliability |
|----------------------------|------|-------|---|----------------------------|
| Recognition | 3.59 | 0.865 | 4 | 0.811 |
| Career Growth | 3.41 | 0.957 | 4 | 0.866 |
| Team Manager | 3.43 | 0.994 | 4 | 0.948 |
| Co-Worker | 3.67 | 0.829 | 3 | 0.919 |
| Leader | 3.78 | 0.761 | 3 | 0.812 |
| Alignment of the Company | 3.64 | 0.888 | 3 | 0.901 |
| Alignment with the company | 3.24 | 1.038 | 3 | 0.828 |
| Organizations Reputation | 3.75 | 0.755 | 3 | 0.882 |
| Roles and Responsibilities | 3.35 | 0.820 | 5 | 0.887 |
| Work Environment | 3.51 | 0.871 | 4 | 0.876 |
| Pay and Benefits | 2.93 | 0.967 | 3 | 0.822 |

Descriptive Statistics of the Parameters of Employee Engagement and Cronbach Alpha Reliability

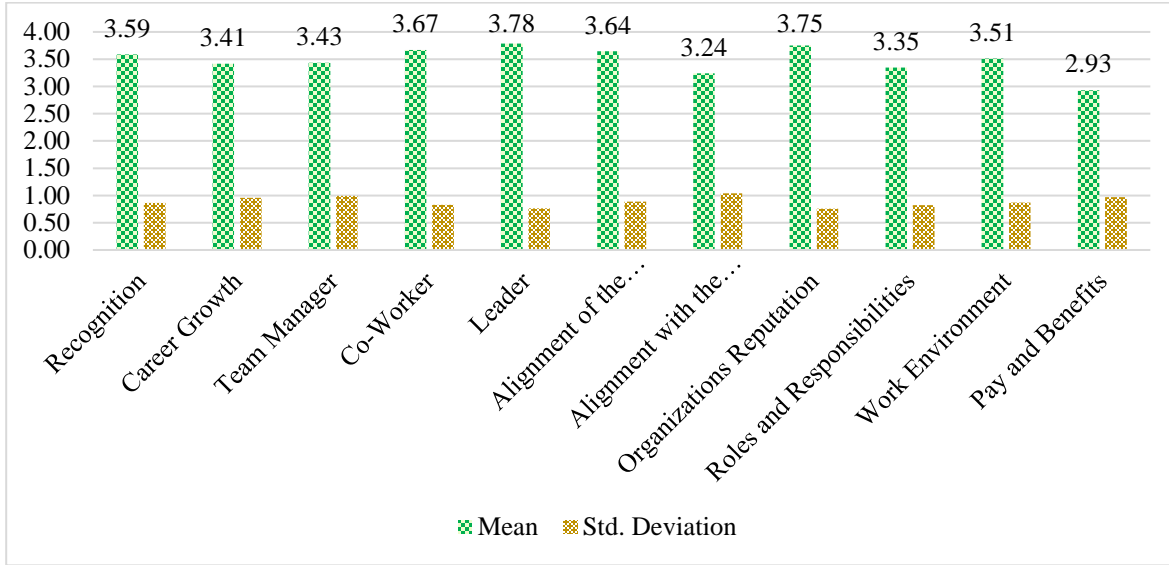
4.6 Acceptance of Parameters by %

Table 4.23 – Acceptance Parameters by %

| | N | Percent | Percentage |
|------------------|-----|---------|------------|
| Recognition | 359 | 9.6% | 92.1% |
| Career Growth | 332 | 8.9% | 85.1% |
| Work Environment | 331 | 8.9% | 84.9% |

| | N | Percent | Percentage |
|-------------------------------------|------|---------|------------|
| Pay & Benefits | 303 | 8.1% | 77.7% |
| Training and Development | 295 | 7.9% | 75.6% |
| Roles and Responsibilities | 285 | 7.6% | 73.1% |
| Work Life Balance | 274 | 7.3% | 70.3% |
| Communication | 253 | 6.8% | 64.9% |
| Leaders | 217 | 5.8% | 55.6% |
| Team Manager | 189 | 5.1% | 48.5% |
| Co-Worker | 182 | 4.9% | 46.7% |
| Alignment with the Company | 182 | 4.9% | 46.7% |
| Product and Services | 148 | 4.0% | 37.9% |
| Organizational Reputation/ Brand | 142 | 3.8% | 36.4% |
| Customer | 135 | 3.6% | 34.6% |
| Alignment of the Company | 108 | 2.9% | 27.7% |
| Total | 3735 | 100.0% | |

Figure 4.22 - Parameters of Employee Engagement



Interpretation

From the table above it is observed that, Leader ($M = 3.78$, $S. D = 0.761$) had the highest mean score followed by Organizational Reputation ($M = 3.75$, $S. D = 0.755$), Co-worker ($M = 3.67$, $S. D = 0.829$), Alignment of the Company ($M = 3.64$, $S. D = 0.888$), Recognition ($M = 3.59$, $S. D = 0.865$), Work Environment ($M = 3.51$, $S. D = 0.871$), Team Manager ($M = 3.43$, $S. D = 0.994$), Career Growth ($M = 3.41$, $S. D = 0.957$), Roles and Responsibilities ($M = 3.35$, $S. D = 0.820$), Alignment with the company ($M = 3.24$, $S. D = 1.038$), and Pay & benefits ($M = 2.93$, $S. D = 0.967$). With respect to the reliability, Cronbach alpha test results showed that, all the values are more than 0.70 which is above the threshold value as suggested by Nunally (1978).

4.7 Exploratory Factor Analysis

Exploratory Factor Analysis was made with an objective to group the variable under a familiar construct. Principal Component Analysis technique using varimax rotation was adopted for finding the factorability. The items with loadings more than 0.5 towards a construct were retained and were used for further analysis. Two significant results in Exploratory Factor

Analysis were referred to, namely KMO (Kaiser-Meyer-Olkin Measure) and Bartlett's Test of Sphericity, which were conducted to find the sample adequacy. Results showed that the KMO test score (0.903) was above the recommended value of 0.50, and Bartlett's test of sphericity values ($\chi^2 = 14620.022$, $p < 0.05$) was found to be less than 0.05 and thereby confirming the sample adequacy. By fixing the eigenvalue as 1, eleven sets of factors got extracted with 82.02% of the variance.

4.7.1 KMO and Bartlett's Test

Table 4.24 - KMO and Bartlett's Test

| KMO and Bartlett's Test | | |
|--|--------------------|-----------|
| Kaiser-Meyer-Olkin Measure of Sampling Adequacy. | | .903 |
| Bartlett's Test of Sphericity | Approx. Chi-Square | 14620.022 |
| | df | 741 |
| | Sig. | 0.000 |

Table 4.25 – Total Variance

| Component | Rotation Sums of Squared Loadings | | |
|-----------|-----------------------------------|---------------|--------------|
| | Total | % of variance | Cumulative % |
| 1 | 3.781 | 9.694 | 9.694 |
| 2 | 3.397 | 8.711 | 18.405 |
| 3 | 3.140 | 8.052 | 26.456 |
| 4 | 3.014 | 7.727 | 34.183 |
| 5 | 2.893 | 7.419 | 41.602 |

| Component | Rotation Sums of Squared Loadings | | |
|-----------|-----------------------------------|---------------|--------------|
| | Total | % of variance | Cumulative % |
| 6 | 2.884 | 7.396 | 48.998 |
| 7 | 2.872 | 7.363 | 56.361 |
| 8 | 2.636 | 6.758 | 63.120 |
| 9 | 2.545 | 6.524 | 69.644 |
| 10 | 2.449 | 6.280 | 75.924 |
| 11 | 2.379 | 6.099 | 82.023 |

4.7.2 Rotated Component Matrix

Table 4.26 – Rotated Component Matrix

| | Component | | | | | | | | | | |
|--|-----------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Supports in corrective actions/ believes motivation and reward more than the penalty | .85 | .14 | .12 | .20 | .09 | .18 | .17 | .18 | .08 | .08 | .08 |
| Fair and transparent – Unbiased behavior | .80 | .20 | .20 | .13 | .09 | .14 | .14 | .14 | .08 | .08 | .08 |
| My Manager is consistent in his/her word and act | .77 | .16 | .20 | .22 | .07 | .17 | .09 | .09 | .08 | .08 | .08 |

| | Component | | | | | | | | | | |
|--|-----------|------|------|-------|-------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| | | | | | 87 | | | | 75 | 93 | 30 |
| Supports in my development – communicates honestly on strength and weakness | .752 | .197 | .172 | .275 | .0551 | .245 | .079 | .058 | .097 | .021 | .022 |
| The work-related process is well defined and understood | .140 | .806 | .120 | .184 | .0132 | .083 | .219 | .161 | .010 | .017 | .030 |
| Right tools and techniques are made available for me to work | .209 | .798 | .122 | .122 | .096 | .166 | .155 | .155 | .095 | .087 | .078 |
| HR process helps me work in the right work environment | .170 | .749 | .166 | .255 | .0559 | .043 | .158 | .152 | .051 | .050 | .054 |
| The physical environment is enabled to work better | .101 | .740 | .100 | .079 | .0209 | .244 | .060 | .229 | .044 | .095 | .098 |
| Organization give an opportunity to try different things and do things differently | .115 | .083 | .857 | -.074 | .0744 | .136 | .158 | .078 | .028 | .082 | .034 |

| | Component | | | | | | | | | | |
|--|--------------|--------------|--------------|--------------|------------------|-------------------|-------------------|--------------|------------------|------------------|------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Job Rotation (career options) and career growth is opportunities are structured and executed transparently | .1 9 3 | .0 7 4 | .7 5 1 | .2 0 8 | . 1 3 0 | .1 2 2 3 | .0 2 3 | .1 0 5 | . 0 3 7 | . 1 0 8 | . 1 0 3 |
| The organization enables the employee to analyze and take a decision | .1 7 9 | .2 0 0 | .7 3 9 | .1 5 3 | . 1 8 4 | .1 7 3 | - .0 0 5 | .1 5 0 | . 1 5 9 | . 1 1 0 | . 0 7 6 |
| My work is valued and gives an opportunity to grow | .2 4 3 | .2 1 3 | .6 2 4 | .2 9 6 | . 2 7 8 | .1 6 5 | - .0 4 5 | .1 1 1 | . 1 2 1 | . 1 8 2 | . 0 6 1 |
| I am aligned with my companies objective | .2 7 8 | .2 0 3 | .1 6 2 | .8 2 8 | . 1 3 1 | .2 0 4 | .1 5 1 | .0 1 8 | . 1 2 3 | . 1 2 9 | . 0 1 3 |
| I understand my companies objective | .2 3 9 | .1 8 6 | .1 5 4 | .8 2 1 | . 1 1 0 | .2 5 2 | .1 8 9 | .0 6 2 | . 0 7 1 | . 1 0 6 | . 0 8 5 |
| I understand how I contribute to companies objective | .2 8 2 | .1 8 3 | .2 0 4 | .7 8 1 | . 1 2 0 | .2 3 3 | .1 8 9 | .1 2 2 | . 1 2 0 | . 1 4 1 | . 0 3 9 |
| Our leaders motivate us to perform better | .1 3 3 | .1 9 1 | .1 5 8 | .0 4 9 | . 8 8 0 | .1 4 4 | .0 8 8 | .0 2 5 | . 0 8 1 | . 0 8 2 | . 0 9 7 |

| | Component | | | | | | | | | | |
|--|-----------|------|------|------|------|------|------|------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| Our leaders have the right vision to lead us | .088 | .167 | .177 | .056 | .687 | .073 | .211 | .144 | .099 | .099 | .099 |
| We have the right leaders at various levels | -.011 | .011 | .167 | .167 | .889 | .444 | .778 | .944 | .111 | .222 | .111 |
| There is no ambiguity in responsibility against roles | .255 | .099 | .222 | .167 | .099 | .778 | .167 | .167 | .099 | .099 | .099 |
| Roles and responsibilities are well defined | .222 | .222 | .099 | .167 | .099 | .667 | .222 | .167 | .099 | .099 | .099 |
| R&R is mapped to capability and job level – organization helps to upgrade capability | .167 | .167 | .167 | .222 | .099 | .667 | .167 | .167 | .099 | .099 | .099 |
| R&R ensures equal distribution of workload – reasonable workload – Work-Life balance | .222 | .099 | .222 | .222 | .099 | .667 | .167 | .099 | .099 | .099 | .099 |
| Company motivates to go beyond the role | .333 | .167 | .167 | .167 | .099 | .556 | .167 | .099 | .099 | .099 | .099 |

| | Component | | | | | | | | | | | |
|--|--------------|--------------|-------------------|--------------|------------------|--------------|--------------|--------------|------------------|-----------------------|-----------------------|------------------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | |
| Co-worker trust each other and collaborate | .1 4 9 | .1 6 5 | .0 7 9 | .1 9 7 | . 1 1 5 | .1 3 9 | .8 7 2 | .0 2 9 | . 0 6 9 | . 1 6 9 | . 1 2 6 | . 0 4 6 |
| Co-workers treat each other as a friend | .0 2 5 | .1 6 6 | - .0 2 0 | .0 6 5 | . 1 0 4 | .1 0 9 | .8 6 5 | .1 0 4 | . 1 0 4 | . 1 0 4 | . 1 1 4 | . 0 9 1 |
| Co-workers support and help to perform better | .1 8 3 | .1 5 2 | .0 9 8 | .1 4 7 | . 1 4 4 | .1 7 9 | .8 2 3 | .0 8 3 | . 0 8 9 | . 1 8 2 | . 1 3 2 5 | . 0 2 5 |
| Feel respected/ command special respect due to my organization | .1 3 2 | .2 2 5 | .1 2 5 | .0 9 4 | . 0 6 9 | .1 4 8 | .0 1 7 | .8 3 7 | . 1 0 2 | . 0 5 8 | . 0 5 8 | . 1 0 5 |
| People aspire to/ feel happy to work for my organization | .1 4 0 | .2 5 2 | .1 6 1 | .0 5 2 | . 0 5 5 | .1 0 9 | .0 2 4 | .8 2 2 | . 0 9 1 | . 1 2 8 | . 1 2 3 3 | . 1 3 3 |
| My organization is reputed and command a respect | .0 1 4 | .0 7 6 | .0 5 5 | .0 1 8 | . 1 3 1 | .0 8 7 | .1 7 8 | .8 1 8 | . 0 9 7 | . 2 0 6 7 | . 2 0 6 6 | . 0 6 6 |
| My team takes time to celebrate success | .1 7 5 | .0 8 2 | .1 9 0 | .1 4 8 | . 0 5 6 | .1 1 0 | .0 7 4 | .1 5 3 | . 7 3 5 | . 1 3 7 | . 1 3 7 | . 1 5 5 |

| | Component | | | | | | | | | | |
|--|-----------|------|--------|--------|--------|--------|------|------|--------|--------|--------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| The company recognize the effort and positive work | .032 | .131 | - .050 | - .095 | . .045 | .277 | .084 | .042 | . .079 | . .035 | . .054 |
| I receive positive feedback about my work | .280 | .184 | .225 | .211 | . .128 | - .008 | .077 | .131 | . .063 | . .019 | . .025 |
| I feel proud to tell where I work – I will continue with my company for the next two years | .255 | .264 | .244 | .344 | . .173 | .073 | .140 | .099 | . .088 | . .016 | . .040 |
| The company supports future technology | .184 | .244 | .139 | .111 | . .120 | .117 | .140 | .111 | . .159 | . .078 | . .032 |
| The company is fully aligned with market dynamics and can manage change positively | .223 | .246 | .158 | .188 | . .187 | .161 | .135 | .111 | . .177 | . .072 | . .098 |
| My company is leading in its business segment | .175 | .082 | .158 | .199 | . .168 | .166 | .277 | .266 | . .096 | . .070 | . .006 |
| I am paid fairly for the work I do | .267 | .066 | .072 | .133 | . .154 | .133 | .188 | .111 | . .044 | . .085 | . .089 |

| | Component | | | | | | | | | | |
|--|---------------------|------|------|-------|------|-----------|------|-------|------|------|------|
| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
| I feel my pay is fair compared to people with similar roles and capability | .190 | .059 | .200 | .022 | .007 | .166 | .028 | .163 | .013 | .016 | .066 |
| My pay is linked to my performance | .014 | .205 | .146 | -.011 | .010 | .163 | .044 | -.028 | .032 | .027 | .074 |
| Extraction Method: | Principal Component | | | | | Analysis. | | | | | |
| Rotation Method: Varimax with Kaiser Normalization. | | | | | | | | | | | |
| a. Rotation converged in 7 iterations. | | | | | | | | | | | |

Interpretation

Among the total set, four items namely 'Supports in corrective actions/ believes motivation and reward more than the penalty,' 'Fair and transparent – Unbiased behavior,' 'My Manager is consistent in his/her word and act' and 'Supports in my development – communicates honestly on strength and weakness' got loaded as Factor1. This factor is represented as "Team Manager." This factor resulted in explaining about 9.694 percent of the variance. The second set of factors with items as 'The work-related process is well defined and understood,' 'Right tools and techniques are made available for me to work,' 'HR process helps me work in the right work environment,' and 'The physical environment is enabled to work better' got extracted as Factor 2 explaining about 8.711 percent of the variance. This factor is represented as "Work Environment." Factor 3 has loadings from items as 'Organization give an opportunity to try different things and do things differently,' 'Job Rotation (career options) and career growth are

opportunities are structured and executed transparently,' 'The organization enables the employee to analyze and make a decision,' and 'My work is valued and gives an opportunity to grow.' This factor explains about 8.052 percent of the variance. This factor is represented as "Career Growth."

Items such as 'I am aligned with my company's objective,' 'I understand my companies' objective' and 'I understand how I contribute to companies' objective' explained about 7.727percent of variance and is represented as "Alignment with Company." Factor 5 has loadings from items 'Our leaders motivate us to perform better,' 'Our leaders have the right vision to lead us,' and 'We have the right leaders at various levels.' The factor represents 7.419 percent of variance and is described as "Leader." Factor 6 has items namely 'There is no ambiguity in responsibility against roles,' 'Roles and responsibilities are well defined,' 'R&R is mapped to capability and job level – organization helps to upgrade capability,' 'R&R ensures equal distribution of workload – reasonable workload – Work-Life balance,' and 'Company motivates to go beyond the role' explaining about 7.396 percent of variance got loaded and is represented as "Roles and responsibilities."

Three items, namely 'Co-workers trust each other and collaborate,' 'Co-workers treat each other as a friend,' and 'Co-workers support and help to perform better,' got loaded as Factor 7. This factor is represented as "Co-worker." This factor resulted in explaining about 7.363 percent of the variance. Items such as 'Feel respected/ command special respect due to my organization,' 'People aspire to/ feel happy to work for my organization,' and 'My organization is reputed and command respect' explained about 6.758 percent of variance and is represented as "Organizational Reputation." Factor 9 has loadings from items as 'My team takes time to celebrate success,' 'Company recognizes the effort and positive work,' 'I receive positive

feedback about my work,' and 'I feel proud to tell where I work – I will continue with my company for the next two years.' This factor explains about 6.524 percent of variance and is represented as "Recognition."

Items such as 'The company supports future technology,' 'The company is fully aligned with market dynamics and can manage change positively' and 'My company is leading in its business segment' explained about 6.280 percent of variance and is represented as "Alignment of the Company." Factor 11 has loadings from items 'I am paid fairly for the work I do,' 'I feel my pay is fair compared to people with similar roles and capability,' and 'My pay is linked to my performance.' The factor represents 6.099 percent of variance and is described as "Pay & Benefits."

4.8 Independent Sample t-test

Table 4.27 – Independent Sample T-Test – Hypothesis 1

| Gender | | N | Mean | S. D | t- value | Sig |
|---------------|--------|-----|------|-------|-------------|--------------------|
| Recognition | Male | 278 | 3.65 | 0.783 | 2.268 | 0.02* |
| | Female | 112 | 3.43 | 1.029 | | |
| Career Growth | Male | 278 | 3.46 | 0.909 | 1.341 | 0.18 ^{ns} |
| | Female | 112 | 3.31 | 1.064 | | |
| Team Manager | Male | 278 | 3.50 | 0.972 | 2.144 | 0.03* |
| | Female | 112 | 3.26 | 1.034 | | |
| Leader | Male | 278 | 3.24 | 1.006 | -.036 | 0.97 ^{ns} |
| | Female | 112 | 3.24 | 1.121 | | |
| Co-Worker | Male | 278 | 3.68 | 0.795 | .585 | 0.56 ^{ns} |

| Gender | | N | Mean | S. D | t- value | Sig |
|-----------------------------------|--------|-----|------|-------|-------------|--------------------|
| | Female | 112 | 3.63 | 0.910 | | |
| Alignment with the Company | Male | 278 | 3.84 | 0.714 | 2.399 | 0.02* |
| | Female | 112 | 3.64 | 0.853 | | |
| Alignment of the Company | Male | 278 | 3.70 | 0.850 | 1.793 | 0.07 ^{ns} |
| | Female | 112 | 3.52 | 0.967 | | |
| Organizations Reputation | Male | 278 | 3.78 | 0.726 | .953 | 0.34 ^{ns} |
| | Female | 112 | 3.70 | 0.823 | | |
| Roles and Responsibilities | Male | 278 | 3.37 | 0.769 | 1.078 | 0.28 ^{ns} |
| | Female | 112 | 3.28 | 0.934 | | |
| Work Environment | Male | 278 | 3.53 | 0.857 | .877 | 0.38 ^{ns} |
| | Female | 112 | 3.45 | 0.907 | | |
| Pay and Benefits | Male | 278 | 3.00 | 0.952 | 2.260 | 0.02* |
| | Female | 112 | 2.76 | 0.989 | | |
| Overall Employee Engagement | Male | 278 | 3.77 | 0.902 | 2.617 | 0.01* |
| | Female | 112 | 3.49 | 1.065 | | |

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

H1: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on gender."

Interpretation: Independent Sample t-test administered between the demographic variable gender, with the Parameters of Employee Engagement. It was found that, the variables namely Recognition (Male: $M = 3.65$, $S. D = 0.783$, Female: $M = 3.43$, $S. D = 1.029$), Team Manager (Male: $M = 3.5$, $S. D = 0.972$, Female: $M = 3.26$, $S. D = 1.034$), Alignment with the Company (Male: $M = 3.7$, $S. D = 0.85$, Female: $M = 3.52$, $S. D = 0.967$), Pay and Benefits (Male: $M = 3.00$, $S. D = 0.952$, Female: $M = 2.76$, $S. D = 0.989$), and Overall Employee Engagement (Male: $M = 3.77$, $S. D = 0.902$, Female: $M = 3.49$, $S. D = 1.065$) were found to be significant at 5 % level of significance. Hence we accept the alternate hypothesis and reject the null hypothesis stating that there is a significant difference of opinion existing among the respondents on the stated variables based on their gender.

The other variables, namely Career Growth, Leader, Co-Worker, Alignment of the Company, Organizations Reputation, Roles and Responsibilities, and Work Environment, do not show any statistical significance as the P-value is more than 0.05. Hence, while accepting the null hypothesis, we can conclude that the above-stated variables do not have any significant difference of opinion among the respondents based on their gender.

Independent Sample t-test: Managing People with Parameters of Employee Engagement and Overall Employee Engagement

Table 4.28 – Independent Sample T-Test Hypothesis 2

| Managing People | | N | Mean | Std. Deviation | t-value | Sig |
|----------------------------|-----|-----|------|----------------|---------|--------------------|
| Recognition | Yes | 173 | 3.72 | 0.853 | 2.826 | .005* |
| | No | 217 | 3.48 | 0.861 | | |
| Career Growth | Yes | 173 | 3.54 | 0.910 | 2.303 | .022* |
| | No | 217 | 3.32 | 0.983 | | |
| Team Manager | Yes | 173 | 3.54 | 0.981 | 1.866 | .063 ^{ns} |
| | No | 217 | 3.35 | 0.999 | | |
| Leader | Yes | 173 | 3.30 | 1.052 | .979 | .328 ^{ns} |
| | No | 217 | 3.20 | 1.029 | | |
| Co-Worker | Yes | 173 | 3.67 | 0.856 | .082 | .935 ^{ns} |
| | No | 217 | 3.66 | 0.809 | | |
| Alignment with the Company | Yes | 173 | 3.84 | 0.766 | 1.286 | .199 ^{ns} |
| | No | 217 | 3.74 | 0.755 | | |
| Alignment of the Company | Yes | 173 | 3.71 | 0.849 | 1.285 | .200 ^{ns} |
| | No | 217 | 3.59 | 0.916 | | |
| Organizations Reputation | Yes | 173 | 3.79 | 0.764 | .889 | .374 ^{ns} |
| | No | 217 | 3.72 | 0.748 | | |
| Roles and Responsibilities | Yes | 173 | 3.41 | 0.829 | 1.415 | .158 ^{ns} |
| | No | 217 | 3.29 | 0.810 | | |
| | Yes | 173 | 3.59 | 0.914 | 1.681 | .094 ^{ns} |

| Managing People | | N | Mean | Std. Deviation | t-value | Sig |
|-----------------------------|-----|-----|------|----------------|---------|--------------------|
| Work Environment | No | 217 | 3.44 | 0.832 | | |
| Pay and Benefits | Yes | 173 | 3.03 | 0.961 | 1.691 | .092 ^{ns} |
| | No | 217 | 2.86 | 0.968 | | |
| Overall Employee Engagement | Yes | 173 | 3.76 | 0.919 | 1.349 | .178 ^{ns} |
| | No | 217 | 3.63 | 0.987 | | |

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

H2: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on managing people."

Interpretation

Independent Sample t-test administered between the Managing people, with the Parameters of Employee Engagement. It was found that, the variables namely Recognition (Yes: $M = 3.72$, $S. D = 0.853$, No: $M = 3.438$ $S. D = 0.861$), and Career Growth (Yes: $M = 3.54$, $S. D = 0.91$, No: $M = 3.32$, $S. D = 0.983$), were found to be significant at 5 % level of significance. Hence we accept the alternate hypothesis by rejecting the null hypothesis, stating that there is a significant difference of opinion existing among the respondents on the stated variables based on Managing people.

The other variables, namely Team Manager, Leader, Co-Worker, Alignment of the Company, Alignment with the Company, Pay and Benefits, Organizations Reputation, Roles and

Responsibilities, Work Environment, and Overall Employee Engagement, do not show any statistical significance as the P-value is more than 0.05. Hence by accepting the null hypothesis, we can conclude that the above-stated variables do not have any significant difference of opinion among the respondents based on Managing people.

Independent Sample t-test: Managing Employee Engagement Program with Parameters of Employee Engagement and Overall Employee Engagement

Table 4.29 – Independent Sample T-Test – Hypothesis 3

| Managing Employee Engagement Program | | N | Mean | Std. Deviation | t-value | Sig |
|--------------------------------------|-----|-----|------|----------------|---------|--------------------|
| Recognition | Yes | 157 | 3.64 | 0.877 | 1.034 | .302 ^{ns} |
| | No | 233 | 3.55 | 0.857 | | |
| Career Growth | Yes | 157 | 3.46 | 0.923 | .851 | .395 ^{ns} |
| | No | 233 | 3.38 | 0.979 | | |
| Team Manager | Yes | 157 | 3.43 | 1.016 | .007 | .994 ^{ns} |
| | No | 233 | 3.43 | 0.982 | | |
| Leader | Yes | 157 | 3.17 | 1.067 | - | .283 ^{ns} |
| | No | 233 | 3.29 | 1.019 | 1.076 | |
| Co-Worker | Yes | 157 | 3.61 | 0.859 | - | .300 ^{ns} |
| | No | 233 | 3.70 | 0.808 | 1.038 | |
| Alignment with the Company | Yes | 157 | 3.89 | 0.740 | 2.202 | .028* |
| | No | 233 | 3.72 | 0.768 | | |
| Alignment of the Company | Yes | 157 | 3.67 | 0.926 | .522 | .602 ^{ns} |
| | No | 233 | 3.63 | 0.863 | | |

| Managing Employee Engagement Program | | N | Mean | Std. Deviation | t-value | Sig |
|--------------------------------------|-----|-----|------|----------------|---------|--------------------|
| Organizations Reputation | Yes | 157 | 3.82 | 0.751 | 1.320 | .187 ^{ns} |
| | No | 233 | 3.71 | 0.757 | | |
| Roles and Responsibilities | Yes | 157 | 3.37 | 0.815 | .515 | .607 ^{ns} |
| | No | 233 | 3.33 | 0.824 | | |
| Work Environment | Yes | 157 | 3.59 | 0.848 | 1.512 | .131 ^{ns} |
| | No | 233 | 3.45 | 0.884 | | |
| Pay and Benefits | Yes | 157 | 2.97 | 0.945 | .633 | .527 ^{ns} |
| | No | 233 | 2.91 | 0.983 | | |
| Overall Employee Engagement | Yes | 157 | 3.73 | 0.874 | .615 | .539 ^{ns} |
| | No | 233 | 3.67 | 1.013 | | |

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

H3: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on managing employee engagement program."

Interpretation: Analysis result between Managing Employee Engagement Program with the Parameters of Employee Engagement. It was found that the variable Alignment with the Company (Yes: $M = 3.89$, $S. D = 0.74$, No: $M = 3.72$ $S. D = 0.768$) was found to be significant at a 5 % level of significance. Hence the null hypothesis is rejected, and the alternative hypothesis is accepted, stating that there is a considerable difference of opinion existing among the respondents on the said variable based on their managing employee engagement program.

The other variables, namely Recognition, Career Growth, Team Manager, Leader, Co-Worker, Alignment of the Company, Alignment with the Company, Pay, and Benefits, Organizations Reputation, Roles and Responsibilities, Work Environment, and Overall Employee Engagement, do not show any statistical significance as the P-value is more than 0.05. Hence the null hypothesis is accepted and concluded that the above-stated variables do not have any significant difference of opinion among the respondents based on managing employee engagement programs.

Independent Sample t-test: Change in Preference with Parameters of Employee Engagement and Overall Employee Engagement

Table 4.30 – Independent Sample T-Test – Hypothesis 4

| | | N | Mean | Std. Deviation | t-value | Sig |
|---------------|-----|-----|------|----------------|---------|--------------------|
| Recognition | Yes | 254 | 3.58 | 0.887 | -.304 | .761 ^{ns} |
| | No | 136 | 3.60 | 0.826 | | |
| Career Growth | Yes | 254 | 3.40 | 0.941 | -.427 | .670 ^{ns} |
| | No | 136 | 3.44 | 0.989 | | |
| Team Manager | Yes | 254 | 3.42 | 0.999 | -.310 | .757 ^{ns} |
| | No | 136 | 3.45 | 0.990 | | |
| Leader | Yes | 254 | 3.30 | 1.040 | 1.412 | .159 ^{ns} |
| | No | 136 | 3.14 | 1.033 | | |
| Co-Worker | Yes | 254 | 3.65 | 0.823 | -.683 | .495 ^{ns} |
| | No | 136 | 3.71 | 0.841 | | |
| | Yes | 254 | 3.80 | 0.738 | .564 | .573 ^{ns} |

| | | N | Mean | Std. Deviation | t-value | Sig |
|-----------------------------|-----|-----|------|----------------|---------|--------------------|
| Alignment with the Company | No | 136 | 3.75 | 0.804 | | |
| | Yes | 254 | 3.65 | 0.849 | .236 | .813 ^{ns} |
| Alignment of the Company | No | 136 | 3.63 | 0.959 | | |
| | Yes | 254 | 3.74 | 0.753 | -.395 | .693 ^{ns} |
| Organizations Reputation | No | 136 | 3.77 | 0.761 | | |
| | Yes | 254 | 3.74 | 0.753 | -.395 | .693 ^{ns} |
| Roles and Responsibilities | No | 136 | 3.42 | 0.815 | 1.395 | |
| | Yes | 254 | 3.30 | 0.820 | - | .164 ^{ns} |
| Work Environment | No | 136 | 3.57 | 0.861 | | |
| | Yes | 254 | 3.48 | 0.877 | -.969 | .333 ^{ns} |
| Pay and Benefits | No | 136 | 3.02 | 0.943 | 1.266 | |
| | Yes | 254 | 2.89 | 0.979 | - | .206 ^{ns} |
| Overall Employee Engagement | No | 136 | 3.64 | 1.030 | | |
| | Yes | 254 | 3.72 | 0.919 | .754 | .451 ^{ns} |

Table 4.30 – Independent Sample T-Test – Hypothesis 4

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

H4: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on managing employee engagement program."

Interpretation: Analysis result between Changes in Preference with the Parameters of Employee Engagement showed that all the variable does not offer any statistical significance as the P-

value is more than 0.05. Hence the null hypothesis is accepted and concluded that all the stated variables do not have any significant difference of opinion among the respondents based on managing employee engagement programs.

4.9 Analysis of Variance (ANOVA)

Table 4.31 – ANOVA – Hypothesis 4

| | | N | Mean | S. D | F-Value | Sig. |
|---------------|--------------------|-----|------|-------|---------|--------------------|
| Recognition | 20-30 Years | 251 | 3.58 | 0.856 | .068 | .934 ^{ns} |
| | 31-40 Years | 101 | 3.61 | 0.863 | | |
| | More than 40 Years | 38 | 3.57 | 0.955 | | |
| | Total | 390 | 3.59 | 0.865 | | |
| Career Growth | 20-30 Years | 251 | 3.38 | 0.961 | .500 | .607 ^{ns} |
| | 31-40 Years | 101 | 3.47 | 1.000 | | |
| | More than 40 Years | 38 | 3.51 | 0.811 | | |
| | Total | 390 | 3.41 | 0.957 | | |
| Team Manager | 20-30 Years | 251 | 3.43 | 0.992 | .188 | .829 ^{ns} |
| | 31-40 Years | 101 | 3.47 | 0.987 | | |
| | More than 40 Years | 38 | 3.36 | 1.050 | | |
| | Total | 390 | 3.43 | 0.994 | | |
| Leader | 20-30 Years | 251 | 3.27 | 1.009 | .560 | .572 ^{ns} |

| | | N | Mean | S. D | F-Value | Sig. |
|----------------------------|--------------------|-----|------|-------|---------|--------------------|
| | 31-40 Years | 101 | 3.22 | 1.149 | | |
| | More than 40 Years | 38 | 3.09 | 0.932 | | |
| | Total | 390 | 3.24 | 1.039 | | |
| Co-Worker | 20-30 Years | 251 | 3.67 | 0.818 | .845 | .430 ^{ns} |
| | 31-40 Years | 101 | 3.72 | 0.883 | | |
| | More than 40 Years | 38 | 3.52 | 0.750 | | |
| | Total | 390 | 3.67 | 0.829 | | |
| Alignment with the Company | 20-30 Years | 251 | 3.76 | 0.780 | 1.569 | .210 ^{ns} |
| | 31-40 Years | 101 | 3.77 | 0.787 | | |
| | More than 40 Years | 38 | 3.99 | 0.505 | | |
| | Total | 390 | 3.78 | 0.761 | | |
| Alignment of the Company | 20-30 Years | 251 | 3.61 | 0.898 | .390 | .677 ^{ns} |
| | 31-40 Years | 101 | 3.70 | 0.925 | | |
| | More than 40 Years | 38 | 3.70 | 0.714 | | |
| | Total | 390 | 3.64 | 0.888 | | |
| Organizations Reputation | 20-30 Years | 251 | 3.72 | 0.762 | .691 | .502 ^{ns} |
| | 31-40 Years | 101 | 3.83 | 0.689 | | |

| | | N | Mean | S. D | F-Value | Sig. |
|----------------------------|--------------------|-----|------|-------|---------|--------------------|
| | More than 40 Years | 38 | 3.75 | 0.876 | | |
| | Total | 390 | 3.75 | 0.755 | | |
| Roles and Responsibilities | 20-30 Years | 251 | 3.34 | 0.803 | 3.059 | .048* |
| | 31-40 Years | 101 | 3.46 | 0.877 | | |
| | More than 40 Years | 38 | 3.08 | 0.717 | | |
| | Total | 390 | 3.35 | 0.820 | | |
| Work Environment | 20-30 Years | 251 | 3.49 | 0.878 | .829 | .437 ^{ns} |
| | 31-40 Years | 101 | 3.60 | 0.870 | | |
| | More than 40 Years | 38 | 3.43 | 0.836 | | |
| | Total | 390 | 3.51 | 0.871 | | |
| Pay and Benefits | 20-30 Years | 251 | 2.93 | 0.974 | .364 | .695 ^{ns} |
| | 31-40 Years | 101 | 2.99 | 0.940 | | |
| | More than 40 Years | 38 | 2.83 | 1.013 | | |
| | Total | 390 | 2.93 | 0.967 | | |
| | 20-30 Years | 251 | 3.67 | 0.996 | .252 | .778 ^{ns} |
| | 31-40 Years | 101 | 3.72 | 0.939 | | |

| | | N | Mean | S. D | F-Value | Sig. |
|-----------------------------|--------------------|-----|------|-------|---------|------|
| Overall Employee Engagement | More than 40 Years | 38 | 3.76 | 0.751 | | |
| | Total | 390 | 3.69 | 0.959 | | |

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

ANOVA- Age with Parameters of Employee Engagement and Overall Employee Engagement

H4: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on age."

Interpretation: The Analysis of Variance table was used in an objective to find whether there exists a significant difference of opinion among the respondents based on their age on the study variables. It was found from the results that, except for Roles and responsibilities, all the other variables do not have any significant difference of opinion among the respondents at a 5 % level of significance. Respondents in the age group between 31-40 years had the highest mean score ($M = 3.46, S. D = 0.87$), and respondents with more than 40 years of age had the lowest mean score ($M = 3.08, S. D = 0.717$). Hence the null hypothesis is rejected, and the alternative hypothesis is accepting, confirming that there is a significant difference of opinion existing among the respondents based on their age group on roles and responsibilities.

ANOVA- Age with Parameters of Employee Engagement and Overall Employee Engagement

Table 4.32 – ANOVA – Hypothesis 5

| | | N | Mean | S. D | F- Value | Sig. |
|---------------|------------------------------|-----|------|-------|-------------|----------------|
| Recognition | Graduation and Below | 211 | 3.61 | 0.820 | .378 | .539 ns |
| | Post-Graduation and above | 179 | 3.56 | 0.917 | | |
| | Total | 390 | 3.59 | 0.865 | | |
| Career Growth | Graduation and Below | 211 | 3.40 | 0.972 | .181 | .671 ns |
| | Postgraduation and above | 179 | 3.44 | 0.940 | | |
| | Total | 390 | 3.41 | 0.957 | | |
| Team Manager | Graduation and Below | 211 | 3.40 | 0.992 | .414 | .521 ns |
| | Postgraduation and above | 179 | 3.47 | 0.999 | | |
| | Total | 390 | 3.43 | 0.994 | | |
| Leader | Graduation and Below | 211 | 3.25 | 1.004 | .021 | .885 ns |
| | Postgraduation and above | 179 | 3.23 | 1.081 | | |
| | Total | 390 | 3.24 | 1.039 | | |

| | | N | Mean | S. D | F- Value | Sig. |
|-------------------------------|-----------------------------|-----|------|-------|-------------|------------|
| Co-Worker | Graduation and Below | 211 | 3.70 | 0.778 | .808 | .369 ns |
| | Postgraduation and above | 179 | 3.63 | 0.886 | | |
| | Total | 390 | 3.67 | 0.829 | | |
| Alignment with the Company | Graduation and Below | 211 | 3.82 | 0.739 | 1.273 | .260 ns |
| | Postgraduation and above | 179 | 3.74 | 0.785 | | |
| | Total | 390 | 3.78 | 0.761 | | |
| Alignment of the Company | Graduation and Below | 211 | 3.68 | 0.878 | .843 | .359 ns |
| | Postgraduation and above | 179 | 3.60 | 0.899 | | |
| | Total | 390 | 3.64 | 0.888 | | |
| Organizations Reputation | Graduation and Below | 211 | 3.77 | 0.722 | .156 | .693 ns |
| | Postgraduation and above | 179 | 3.74 | 0.794 | | |
| | Total | 390 | 3.75 | 0.755 | | |

| | | N | Mean | S. D | F- Value | Sig. |
|-----------------------------|--------------------------|-----|------|-------|-------------|------------|
| Roles and Responsibilities | Graduation and Below | 211 | 3.40 | 0.783 | 2.088 | .149 ns |
| | Postgraduation and above | 179 | 3.28 | 0.859 | | |
| | Total | 390 | 3.35 | 0.820 | | |
| Work Environment | Graduation and Below | 211 | 3.53 | 0.834 | .214 | .644 ns |
| | Postgraduation and above | 179 | 3.49 | 0.915 | | |
| | Total | 390 | 3.51 | 0.871 | | |
| Pay and Benefits | Graduation and Below | 211 | 2.91 | 0.955 | .184 | .668 ns |
| | Postgraduation and above | 179 | 2.96 | 0.984 | | |
| | Total | 390 | 2.93 | 0.967 | | |
| Overall Employee Engagement | Graduation and Below | 211 | 3.70 | 1.006 | .024 | .877 ns |
| | Postgraduation and above | 179 | 3.68 | 0.902 | | |
| | Total | 390 | 3.69 | 0.959 | | |

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

ANOVA- Age with Parameters of Employee Engagement and Overall Employee Engagement

H5: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on educational qualification."

The Analysis of Variance table was used in an objective to find whether there exists a significant difference of opinion among the respondents based on their educational qualification on the study variables. It was found from the results that all the variables do not have any significant difference of opinion among at a 5 % level of significance based on their educational qualification. Hence the null hypothesis is accepted, confirming that there is no significant difference of opinion existing among the respondents based on their educational qualification.

ANOVA- Experience with Parameters of Employee Engagement and Overall Employee Engagement

Table 4.33 – ANOVA – Hypothesis 6

| | | N | Mean | S. D | F- Value | Sig. |
|-------------|--------------------|-----|------|-------|----------|--------------------|
| Recognition | Less than 10 Years | 245 | 3.56 | 0.861 | .374 | .688 ^{ns} |
| | 10-20 years | 138 | 3.64 | 0.854 | | |
| | More than 20 years | 7 | 3.54 | 1.294 | | |
| | Total | 390 | 3.59 | 0.865 | | |

| | | N | Mean | S. D | F-Value | Sig. |
|---------------|--------------------|-----|------|-------|---------|--------------------|
| Career Growth | Less than 10 Years | 245 | 3.39 | 0.949 | .305 | .737 ^{ns} |
| | 10-20 years | 138 | 3.44 | 0.980 | | |
| | More than 20 years | 7 | 3.64 | 0.815 | | |
| | Total | 390 | 3.41 | 0.957 | | |
| Team Manager | Less than 10 Years | 245 | 3.46 | 0.974 | .203 | .816 ^{ns} |
| | 10-20 years | 138 | 3.39 | 1.036 | | |
| | More than 20 years | 7 | 3.43 | 0.997 | | |
| | Total | 390 | 3.43 | 0.994 | | |
| Leader | Less than 10 Years | 245 | 3.29 | 1.003 | .849 | .429 ^{ns} |
| | 10-20 years | 138 | 3.16 | 1.115 | | |
| | More than 20 years | 7 | 3.00 | 0.639 | | |
| | Total | 390 | 3.24 | 1.039 | | |
| Co-Worker | Less than 10 Years | 245 | 3.66 | 0.806 | .065 | .937 ^{ns} |
| | 10-20 years | 138 | 3.69 | 0.874 | | |

| | | N | Mean | S. D | F- Value | Sig. |
|-------------------------------|-----------------------|-----|------|-------|-------------|--------------------|
| | More than 20 years | 7 | 3.62 | 0.826 | | |
| | Total | 390 | 3.67 | 0.829 | | |
| Alignment with the Company | Less than 10 Years | 245 | 3.75 | 0.777 | 2.121 | .121 ^{ns} |
| | 10-20 years | 138 | 3.81 | 0.736 | | |
| | More than 20 years | 7 | 4.33 | 0.430 | | |
| | Total | 390 | 3.78 | 0.761 | | |
| Alignment of the Company | Less than 10 Years | 245 | 3.62 | 0.879 | .182 | .834 ^{ns} |
| | 10-20 years | 138 | 3.68 | 0.906 | | |
| | More than 20 years | 7 | 3.62 | 0.951 | | |
| | Total | 390 | 3.64 | 0.888 | | |
| Organizations Reputation | Less than 10 Years | 245 | 3.73 | 0.762 | .587 | .556 ^{ns} |
| | 10-20 years | 138 | 3.78 | 0.747 | | |
| | More than 20 years | 7 | 4.00 | 0.694 | | |
| | Total | 390 | 3.75 | 0.755 | | |

| | | N | Mean | S. D | F-Value | Sig. |
|-----------------------------|--------------------|-----|------|-------|---------|--------------------|
| Roles and Responsibilities | Less than 10 Years | 245 | 3.36 | 0.807 | .122 | .885 ^{ns} |
| | 10-20 years | 138 | 3.32 | 0.853 | | |
| | More than 20 years | 7 | 3.26 | 0.650 | | |
| | Total | 390 | 3.35 | 0.820 | | |
| Work Environment | Less than 10 Years | 245 | 3.49 | 0.859 | .153 | .858 ^{ns} |
| | 10-20 years | 138 | 3.54 | 0.877 | | |
| | More than 20 years | 7 | 3.54 | 1.262 | | |
| | Total | 390 | 3.51 | 0.871 | | |
| Pay and Benefits | Less than 10 Years | 245 | 2.93 | 0.970 | .552 | .576 ^{ns} |
| | 10-20 years | 138 | 2.96 | 0.962 | | |
| | More than 20 years | 7 | 2.57 | 1.084 | | |
| | Total | 390 | 2.93 | 0.967 | | |
| Overall Employee Engagement | Less than 10 Years | 245 | 3.67 | 0.989 | .892 | .411 ^{ns} |
| | 10-20 years | 138 | 3.71 | 0.914 | | |

| | | N | Mean | S. D | F- Value | Sig. |
|--|-----------------------|-----|------|-------|-------------|------|
| | More than 20 years | 7 | 4.14 | 0.690 | | |
| | Total | 390 | 3.69 | 0.959 | | |

Table 4.33 – ANOVA – Hypothesis 6

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

H6: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on experience."

The Analysis of Variance table was used to find whether there exists a significant difference of opinion among the respondents based on their experience on the study variables. It was found from the results that all the variables do not have any significant difference of opinion among at a 5 % level of significance based on their experience. Hence the null hypothesis is accepted, confirming that there is no significant difference of opinion among the respondents based on their experience.

ANOVA- Place of Living with Parameters of Employee Engagement and Overall Employee Engagement

Table 4.34 – ANOVA – Hypothesis 7

| | | N | Mean | S. D | F- Value | Sig. |
|-------------|-----------------------|-----|------|-------|-------------|--------------------|
| Recognition | Less than 10 Years | 163 | 3.64 | 0.816 | .632 | .532 ^{ns} |

| | | N | Mean | S. D | F-Value | Sig. |
|---------------|--------------------|-----|------|-------|---------|--------------------|
| | 10-20 years | 159 | 3.54 | 0.954 | | |
| | More than 20 years | 68 | 3.56 | 0.758 | | |
| | Total | 390 | 3.59 | 0.865 | | |
| Career Growth | Less than 10 Years | 163 | 3.35 | 0.972 | 1.098 | .334 ^{ns} |
| | 10-20 years | 159 | 3.42 | 0.966 | | |
| | More than 20 years | 68 | 3.55 | 0.894 | | |
| | Total | 390 | 3.41 | 0.957 | | |
| Team Manager | Less than 10 Years | 163 | 3.46 | 1.013 | .409 | .664 ^{ns} |
| | 10-20 years | 159 | 3.38 | 1.015 | | |
| | More than 20 years | 68 | 3.49 | 0.905 | | |
| | Total | 390 | 3.43 | 0.994 | | |
| Leader | Less than 10 Years | 163 | 3.25 | 1.096 | .063 | .939 ^{ns} |
| | 10-20 years | 159 | 3.22 | 1.014 | | |
| | More than 20 years | 68 | 3.27 | 0.965 | | |

| | | N | Mean | S. D | F-Value | Sig. |
|----------------------------|--------------------|-----|------|-------|---------|--------------------|
| | Total | 390 | 3.24 | 1.039 | | |
| Co-Worker | Less than 10 Years | 163 | 3.66 | 0.833 | .010 | .990 ^{ns} |
| | 10-20 years | 159 | 3.67 | 0.900 | | |
| | More than 20 years | 68 | 3.68 | 0.633 | | |
| | Total | 390 | 3.67 | 0.829 | | |
| Alignment with the Company | Less than 10 Years | 163 | 3.76 | 0.828 | .144 | .866 ^{ns} |
| | 10-20 years | 159 | 3.81 | 0.745 | | |
| | More than 20 years | 68 | 3.77 | 0.627 | | |
| | Total | 390 | 3.78 | 0.761 | | |
| Alignment of the Company | Less than 10 Years | 163 | 3.72 | 0.889 | .956 | .385 ^{ns} |
| | 10-20 years | 159 | 3.59 | 0.915 | | |
| | More than 20 years | 68 | 3.59 | 0.816 | | |
| | Total | 390 | 3.64 | 0.888 | | |
| Organizations Reputation | Less than 10 Years | 163 | 3.89 | 0.722 | 4.610 | .011* |

| | | N | Mean | S. D | F-Value | Sig. |
|----------------------------|--------------------|-----|------|-------|---------|--------------------|
| | 10-20 years | 159 | 3.67 | 0.795 | | |
| | More than 20 years | 68 | 3.64 | 0.692 | | |
| | Total | 390 | 3.75 | 0.755 | | |
| Roles and Responsibilities | Less than 10 Years | 163 | 3.39 | 0.797 | .547 | .579 ^{ns} |
| | 10-20 years | 159 | 3.30 | 0.825 | | |
| | More than 20 years | 68 | 3.35 | 0.865 | | |
| | Total | 390 | 3.35 | 0.820 | | |
| Work Environment | Less than 10 Years | 163 | 3.56 | 0.832 | .627 | .535 ^{ns} |
| | 10-20 years | 159 | 3.45 | 0.913 | | |
| | More than 20 years | 68 | 3.52 | 0.867 | | |
| | Total | 390 | 3.51 | 0.871 | | |
| Pay and Benefits | Less than 10 Years | 163 | 2.92 | 0.964 | .424 | .655 ^{ns} |
| | 10-20 years | 159 | 2.90 | 0.974 | | |
| | More than 20 years | 68 | 3.03 | 0.970 | | |

| | | N | Mean | S. D | F-Value | Sig. |
|-----------------------------|--------------------|-----|------|-------|---------|--------------------|
| | Total | 390 | 2.93 | 0.967 | | |
| Overall Employee Engagement | Less than 10 Years | 163 | 3.65 | 1.022 | .252 | .778 ^{ns} |
| | 10-20 years | 159 | 3.71 | 0.950 | | |
| | More than 20 years | 68 | 3.74 | 0.822 | | |
| | Total | 390 | 3.69 | 0.959 | | |

Table 4.34 – ANOVA – Hypothesis 7

Note: * significant at $p < 0.05$; **significant at $p < 0.01$; significant at $p < 0.001$; ns = not significant

H7: "There is a significant difference of opinion existing among the respondents on the parameters of employee engagement based on place of living."

Interpretation: The Analysis of Variance table was used to find a significant difference of opinion among the respondents based on their place of living on the study variables. Results show that, except for the Organization's reputation, all the other variables do not have any significant difference of opinion among the respondents at a 5 % level of significance. Respondents with less than ten years of stay in Bengaluru had the highest mean score ($M = 3.89$, $S. D = 0.722$), and respondents with more than 20 years of stay in Bengaluru had the lowest mean score ($M = 3.64$, $S. D = 0.692$). Hence the null hypothesis is rejected. The alternative hypothesis is accepted, confirming a significant difference of opinion existing among the respondents based on the place of living on the Organization's reputations.

4.10 Correlation

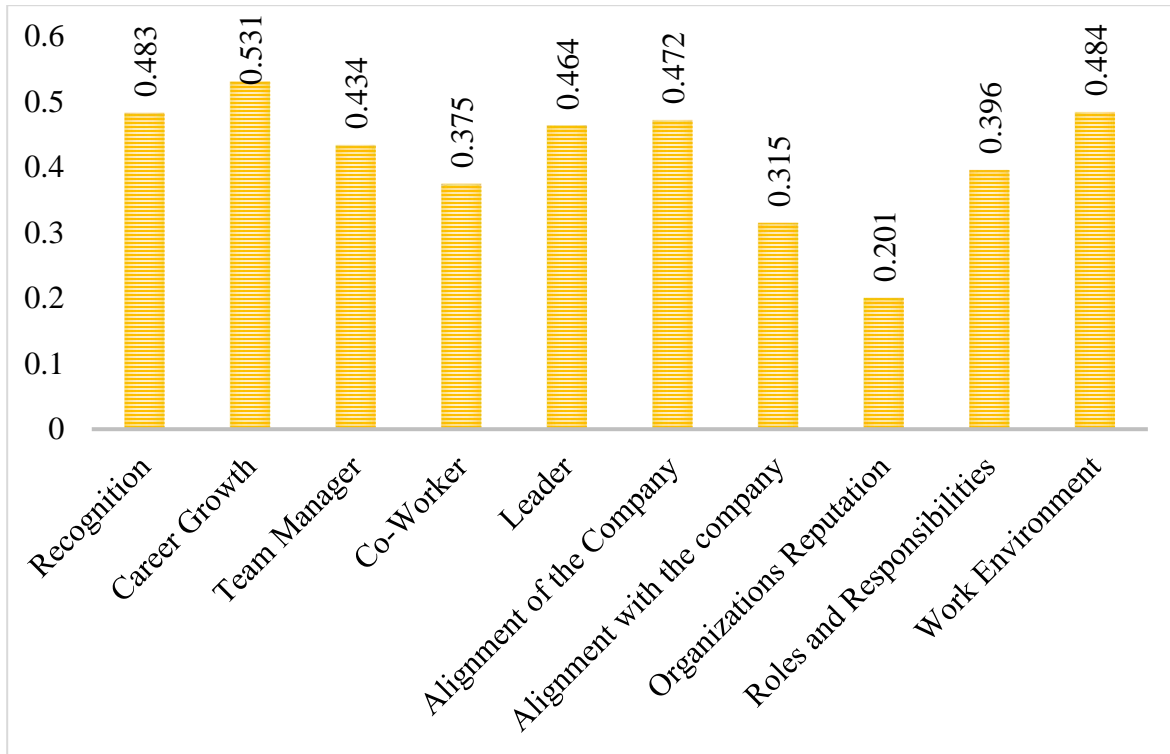
Relationship Between the Parameters of Employee Engagement with Overall Employee Engagement

Table 4.35 – Correlation Table

| Engagement Parameters | Overall Employee Engagement |
|----------------------------|-----------------------------|
| Recognition | .483** |
| Career Growth | .531** |
| Team Manager | .434** |
| Co-Worker | .375** |
| Leader | .464** |
| Alignment of the Company | .472** |
| Alignment with the Company | .315** |
| Organizations Reputation | .201** |
| Roles and Responsibilities | .396** |
| Work Environment | .484** |

** . Correlation is significant at the 0.01 level

Figure 4.23 – Relationship Between the Parameters of Employee Engagement with Overall Employee Engagement H8



H8: "There exists a significant positive relationship between the parameters of employee engagement and the overall employee engagement."

Interpretation

Correlation analysis was used in an objective to find the relationship existing among the Parameters of Employee Engagement the Overall Employee Engagement. It was found that all the parameters had a significant positive relationship with the overall employee engagement. Among the parameters, Career Growth was found to have highest correlation $r(390) = 0.531$, $p < 0.01$, followed by Work Environment $r(410) = 0.484$, $p < 0.01$, Recognition $r(410) = 0.483$, $p < 0.01$, Alignment of the company $r(410) = 0.472$, $p < 0.01$, Leader $r(410) = 0.464$, $p < 0.01$, Team Manager $r(410) = 0.434$, $p < 0.01$, Roles and Responsibilities $r(410) = 0.396$, $p < 0.01$,

Co-worker $r(410) = 0.375, p < 0.01$, Alignment with the company $r(410) = 0.315, p < 0.01$, and Organizations Reputation $r(410) = 0.201, p < 0.01$.

4.11 Multiple Regression

Multiple regression analysis was applied to predict the impact of independent variables, namely Recognition, Career Growth, Team Manager, Co-Worker, Leader, Alignment of the Company, Alignment with the Company, Organizations Reputation, Roles and Responsibilities, and Work Environment on the dependent variable overall employee engagement by testing the alternative hypothesis formulated below.

H9: "The parameters of employee engagement have a significant impact on the overall employee engagement."

Table 4.36 - Multiple Regression R, R sq, and F Value Table

| R, R ² Adjusted R ² and F-value of parameters of employee engagement on overall employee engagement. | | | | | |
|--|-------------------|----------|-------------------|----------|------|
| Model | R | R Square | Adjusted R Square | F- Value | Sig. |
| 1 | .644 ^a | .415 | .400 | 26.925 | .000 |

The model summary above infers that R representing the correlation coefficient as .644, and the R-square representing the variation between parameters of employee engagement and overall employee engagement as .415. It was found that the F- value is 26.925, which is significant at a 5% level of significance representing that, there is no linear relationship between parameters of employee engagement and overall employee engagement. The parameters together account for 40 percent of the variance in the overall employee engagement.

Table 4.37 - Multiple Regression – Standardized and Unstandardized Coefficient

| | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|----------------------------|-----------------------------|------------|---------------------------|-------|------|
| | B | Std. Error | Beta | | |
| (Constant) | .607 | .254 | | 2.385 | .018 |
| Recognition | .176 | .058 | .159 | 3.026 | .003 |
| Career Growth | .238 | .058 | .238 | 4.120 | .000 |
| Team Manager | .104 | .057 | .108 | 1.829 | .068 |
| Co-Worker | .130 | .057 | .112 | 2.291 | .023 |
| Leader | - | .048 | -.078 | - | .136 |
| | .072 | | | 1.493 | |
| Alignment of the Company | .105 | .062 | .098 | 1.701 | .090 |
| Alignment with the Company | .211 | .063 | .168 | 3.342 | .001 |
| Organizations | - | .058 | -.085 | - | .062 |
| Reputation | .108 | | | 1.873 | |
| Roles and Responsibilities | - | .072 | -.090 | - | .145 |
| | .106 | | | 1.460 | |
| Work Environment | .174 | .062 | .158 | 2.786 | .006 |

Multiple Regression: Parameters of Employee Engagement and Overall Employee Engagement

The coefficient table above highlights the contribution of each variable to the dependent variable. The significant value obtained is <0.05 for recognition ($\beta = 0.176$), Career growth ($\beta = 0.238$), Co-Worker ($\beta = 0.130$), Alignment with the Company ($\beta = 0.211$), and Work environment ($\beta = 0.174$). The beta value represented is the Unstandardized beta co-efficient value. Hence, we accept the alternative hypothesis. In the case of Team Manager, Leader, Alignment of the Company, Organizations Reputation, and Roles and Responsibilities. It was noted from the result that; A unit increase in recognition leads to a 0.176 increase in overall employee engagement, and in a similar way; the significant variables have a significant increase in the overall employee engagement. Among the significant Independent variables, based on the standardized beta value, Career growth ($\beta = 0.238$) had the biggest influence on the dependent variable overall employee engagement, followed by Alignment with the Company ($\beta = 0.168$), Recognition ($\beta = 0.159$), Work Environment ($\beta = 0.158$) and Co-worker ($\beta = 0.112$).

4.12 Summary Discussion for Focus Group Discussion on Work Environment

Narayana Murthy, the CEO of Infosys, in his letter to Infosys employees, observed that "Passing-Time, during late hours in the office just because they say they've nothing else to do." Employees based on their engagement and personality type reacted differently under the Covid-19 situation and experienced employee engagement.

1. Effect of Personal Engagement on Employee Engagement

- a. Many of the employees (20-30 yrs. of age) had their work as only engagement in life, and their life is only around work and work colleagues (extended friend). They experienced a negative impact.

- b. During the initial days of Covid-19, employees were locked in their hostels (shared accommodation) with limited internet/network connectivity, which impacted their work and engagement level.
- c. Since their employers focussed on their wellbeing and all their colleagues and managers supported them, employees tried to spend extra hours to complete their work.
- d. These extra hours of working led to exhaustion, and again this impacted their engagement level.
- e. These employees, who typically did not have any engagement other than work, started feeling the effect BUT fear of losing their job made them continue to work for extra hours. Lack of social interaction also negatively impacted the level of engagement.
- f. Employees openly acknowledge that if the number of work hours is the measure of engagement, then the engagement level increased significantly, but productivity and happiness at work have dipped.
- g. 20-30 years aged employees who were used to having the canteen facility, never worried about food however during Covid times they faced little hardship on many basic needs. Fear of infection did not give them comfort to explore many options outside their shared accommodations.
- h. Sudden missing airconditioned work environment, ergonomic seating and workspace, refreshment options, gym, and other facilities also deprived employees of the engagement to work
- i. Women employees generally complained less about the impact on work engagement due to Covid than their male counterparts. They felt that they continuously lived in controlled

societal conditions and situations due to Covid has not created an additional great deal of limitation for them.

- j. Additional support from employers and managers has helped them cope with the situation better.
- k. Many female employees felt better engaged because of limited communication from colleagues. Restricted communication helped them spend more time on work. Effectively increased the level of engagement.
- l. Covid's situation indirectly gave a lot of time to all the employees, and many of the employees utilized this time to acquire or enhance their capabilities. This change in activity helps them cope with the limitation, thus reduced the severe negative impact on the work engagement.
- m. Employees aged 40+ years were better off in terms of available infrastructure related to work. However, since they also have limited engagement as a person, they spent long hours working. This increased the level of work engagement.
- n. 40+ employees, dis-engagement level came from their side with spouse and kids at home, attending classes and their respective work. The situation forced them to live with multiple responsibilities, which led to enhanced active work hours or a lowered work engagement level. Enhanced work level led to exhaustion and indirectly reduced productivity.
- o. Many of the 40+ male employees learned cooking and found a way to rejuvenate. They acknowledged that these acts of rejuvenation helped them maintain the work engagement.
- p. 40+ female employees had higher level exhaustion due to parallel personal and professional demand of time. Engagement level dipped among them. Many of them during the early period of Covid was able to commit only half the expected work time. The

situation improved over some time (The adaptability factor increased). However, most of them have staggered work hours with breaks in between to facilitate them to take care of their responsibilities.

- q. A long working hour remained the norm for employees across age groups and gender profiles. While there is a definitive negative impact on social quotient, happiness, and fatigue, employee engagement experienced a mixed bag.

2. *Effect of Personality Type on Employee Engagement*

- a. For research, we looked at the employees having Introvert and Extrovert personality types and how they were impacted due to Covid. As a net result, it impacts employee engagement.

Introvert and Extrovert personality types definitions were used from MBTI assessment, and MBTI assessment questionnaire was used to establish individual personality profiles.

Extraversion and Introversion are "mutually complementary" attitudes. Individuals and society need these attitudes to maintain life; thus, both Extraversion and Introversion are necessary for psychological adaptation.

Introvert: Introverts are those people who draw energy from the inner self, directing energy mainly toward the inner world of experiences and ideas. They often prefer doing things alone or with one or two people (with comfort factor). They take time to reflect to have a clear idea about actions when they decide to act. They tend to focus their energy on concepts, ideas, and internal experiences.

Sometimes they like the idea of something better than the real thing. They generally feel at home.

Extrovert: Extroverts are oriented primarily toward the outer world; thus, they tend to focus their energy on people and objects. They like getting their power from active involvement in events and having a lot of different activities. They are excited when they are around people, and they want to energize other people. They like moving into action and making things happen. They generally feel at home in the world.

i. Introvert Employees

1. Covid came as a boom to many introvert employees. This time gave them more opportunity to organize themselves, evaluate themselves, and plan for "what they want to do."
2. In general, they felt that they could spend more productive hours at work
 - a. Reduced communication allowed them to interact less (unnecessary interaction with other people/ including managers). People who gave them task and feedback gave them in more concise and actionable form
 - b. Constrained Resources – Limited network connectivity and time gave them more opportunity to think, plan and organize themselves.
 - c. Time for everything – They found time to read books, attend online training courses
3. During the initial days of lockdown – Introverts were happy that they got more time for everything. Restricted movement and reduced options (entertainment, food, gathering, etc.) for time consumption worked very well for employee engagement.
4. The current scenario, where they are not expected to go to the Office, brought many comforts. They expressed that there is no peer pressure to behave differently than the way they wanted to live. A side effect of this advantage was that it affected their ability

to remain in contact with people and felt that it might impact their ability to find the next job when they want to change their own Organization's role.

ii. Extrovert Employees

1. All extrovert employees were challenged due to restricted face-to-face contact with people.
2. Since depended on their verbal and body language connect with other employees, they found it uncomfortable, challenging, and time-consuming to write a precise and concise note
3. They complained that they were forced to spend more time on their laptops and desktops.
4. Their ability to take short breaks in between work, which give them a lot of rejuvenation, become restricted
5. Their ability to talk, discuss and consult their friends and colleagues on various work topics also became restricted, which gave them a lot of uncomfortable feeling
6. They started discussing and talking to colleagues on the phone and using software's skype, teams, WebEx, and zooms to counter the above situation. This forced long working hours on them. The absence of external relaxation or rejuvenation opportunity made the whole Covid situation very tiring and exhausting.
7. Early days of Covid (first three months) engagement level decreased, then employees learned to cope with the situation and engagement level increased, but it remained less than the pre-Covid days. Today, typically, extroverts spend more time at work, their work engagement level has increased.

This study also explored the challenges faced by Managers in managing employees and customers during Covid19. Individual parameters (e.g., personal engagement and personality) were not considered for Managers.

Managers felt no extra pressure from customers (Mostly the US and Europe). They attributed this behavior due to

1. Extensive impact of Covid in US and European countries – Many of the customers was heavily impacted (directly or indirectly) due to Covid, and this made them very sensitive to extra demand on services
2. Humane face - Managers felt that in the US and Europe, people are generally more sensitive to human value and personal situation and more adjusting in nature
3. Robust image of Indian IT Services – three key points gave a distinct advantage to Indian IT services companies. Previous track record of excellent service performance, absence of any reliable alternative to Indian IT service, and planned business innovation and governmental support gave an additional assurance to the world that IT services will not be impacted. Today, most IT services companies can allow or mandate 50-80% of the workforce to work from home. This is proof of the concept that we can remotely support the services from anywhere in the world
4. Infrastructure – Almost all the IT services companies use software's that support and enable remote working. Almost all the customer interactions were using these remote connectivity software's (Skype, Zoom, WebEx, etc.).

Sometime during early 2000, Narayana Murthy once said that "Our Assets walk of the door each evening. We have to make sure that they come back next morning". Managers of all IT services companies in Bangalore struggled to ensure that all employees report to work and remain engaged in their work.

Project Managers, People Managers, HR Managers, Legal fraternity all started to fret on multiple points, i.e., resource availability, legal compliance, people's wellbeing, information, and data security.

1. Impact of Covid19, the response of employer and effect on managing employee engagement
 - a. Initial response to Covid was mandatory and legal, and all employers (including IT services companies) complied. There was no discussion of employee engagement. All discussed was to ensure employees wellbeing and avoid the negative effect on companies' premises.
 - b. The first round of worry was on well being of all the employees. Senior managers were dependent on the Government resources to support their employees. Few companies used the services of their facilities provider to provide extra support to their employees.
 - c. Many employees have moved to different cities (hometown/cities) due to a lack of access to support services. Pre-Covid times, companies (HR Managers), used to incentivize a city movement or relocation. Today they struggle to find the solution to build parity in the system. Since there is no tax or legal obligation due to the employee's action, companies do not enforce openly.

- d. IT systems came under heavy usage; companies spent a significant amount of time updating and upgrading the IT systems in the first 4-5 months. Concerns for employee engagement were nowhere near the discussion table. All Managers were concerned with securing the organizational network.
 - e. With IT infrastructure secured, managers faced a challenge regarding employees' availability when needed for discussion or consultation. Employees were able to complete the work (with their share of hardship).
 - f. Managers faced challenges regarding the internet connection and background noises. They were unsure if employees were engaged in the work, even though they tried to keep employees motivated to maintain the engagement level.
 - g. Few of the HR managers (change management specialist) believe that companies should re-open the Office soon and change and variation to the routine will keep the employees engaged.
2. Effect/ Use/ Impact of various employee Engagement parameter on employee engagement
- a. During pre-Covid time top five employee engagement parameters were Career Growth, Work Environment, Recognition, Alignment of the company, and Leader.
 - b. During first 3-4 months of Covid wellbeing was the only parameters which kept employee engaged.
 - c. Work environment, which was one of the critical parameters during pre-Covid, is still considered vital. Many of the employees openly speak that they want to go to the Office and how good the office environment was. However, due to health and safety concerns, many people are not able to ask for it.

- d. Apart from health and wellbeing, career growth remained the sought-after parameter for employee engagement.
- e. During the last three months, many organizations have rewarded employees for their engagement and walk the extra mile. Many employees who changed the job got very respectable role change, which confirms that an engaged employee is still paying very well.

4.13 Summary

This chapter shows that the data used for research is reliable (Cronbach Alpha test). The demographic profile confirms the representation of the respondent as per the overall desired spread. Cross-tabulation of demographic and engagement parameters and engagement detailed questions establishes the data's uniform spread (ensures data reliability). Analysis confirms the parameters of engagement simultaneously tell us that these parameters together contribute to 40% of the variation. The research also highlights the contribution of each variable to the dependent variable. The significant parameter obtained is Recognition, Career growth Alignment with the Company, and Work Environment. Data shows that; A unit increase in recognition leads to a 0.176 increase in overall employee engagement, and in a similar way; the significant variables have a considerable increase in the overall employee engagement. This analysis, through independent t-test, Anova, Correlations, Regression, KMO, and Bartlett's test, helps us to interpret the hypothesis made in the research.

CHAPTER 5- RESULT, DISCUSSION, AND CONCLUSION

CHAPTER 5: RESULT, DISCUSSION, AND CONCLUSION

5.1 Overview

This chapter deals with the results obtained from primary and secondary studies carried out during the course of this research. While statistical analysis and their interpretation are presented in the previous chapter, this chapter is more to discuss the result and conclude the findings and observations.

5.2 Demographics

54% of respondents are graduates or are less than a graduate, whereas 46% of respondents Post-Graduate or have a higher degree. % split among male and female respondents is the same on educational qualification. 62% of male and 72% of female respondents are in the age group of 20-30 years. 25% of male and 28% of female respondents are in the age group 30-40 years, and this ratio drops drastically in the 40+ years category, where male respondents constitute 13% and female-only 2%. 60% of male, and 69% of female respondents have less than ten years of work experience. In the 10-20 years of experience group, male respondents are 37%, and females are 31%. There is no female respondent in the 20+ years of experience bracket, while 3 % of male respondents belong to 20+ year of work experience

The majority of respondents have completed their schooling (90% male and 83% female) and college (86% male and 79% female) from Non-metro city. 55%-57% of males and females are managing people in their Organization, and similarly, 58% of males and 65% of females are managing employee engagement programs. Approx. 90% of respondents (90% male and 84% female) have heard about employee engagement, and 71% of the respondents do not believe that employee engagement is different for males and females. 65% of respondents (67% M and 62% F) agree that employee engagement parameters have changed over a period of time.

5.3 Engagement Parameter

The human being is an unusual entity. A parameter/ factor which may motivate one person may demotivate another. The motivation factor for each employee is different. Still, the concept of

segmentation is to group like-minded people. This research is to list the parameters which keep employees engaged and to understand the relative importance of parameters among themselves.

The top 5 parameters of engagements are Recognition (92.1%), Career Growth (85.1%), Work Environment (84.9%), Pay and Benefits (77.7%), Training and Development (75.6%).

Parameters which has the least (relatively) effect on employee engagement are Alignment of the company (27.7%), Customer (34.6%), Organizational Reputation/ Brand (36.4%), Product and Services (37.9%).

With Statistical significance at 0,01 level, the relational coefficient of parameters with that of employee engagement is Career Growth (0.531). Other major parameters that contribute to employee engagement are Work Environment (0.484), Recognition (0.483), Alignment of the company (0.472), Leader (0.464), Team Manager (0.434), and Roles and Responsibility (0.396). Other parameters that have a positive effect on employee engagement are Co-Worker (0.375), Alignment with the company (0.315), and organization reputation (0.201).

In simple words, the top three key parameters which nurture engagement among employees of IT services companies in Bengaluru are recognition, career growth, and work environment.

5.4 Engagement across parameters

If we club "Strongly Disengaged" and "Disengaged" into one category and "Engaged" and "Strongly Engaged" in one, then broadly, we will have three classes.

Both engaged and disengaged employee responded that Recognition, Work Environment, Career Growth, Pay and Benefit, Training and Development, Role and Responsibilities, Work-Life Balance and Communication as parameters contributes to the engagement

Table 5.1 – Engagement parameters among engaged employees

| Engaged Employee | Parameters |
|---|---|
| Parameters that contributes to the engagement | Recognition (93%), Work Environment (87%), Career Growth (86%), Pay and Benefit (79%), Training and |

| | |
|---|--|
| | Development (77%), Role and Responsibilities (74%), Work-Life Balance (70%) and Communication (66%) |
| Parameters that do not contribute to the engagement | Alignment of Company (27%), Customer (36%), Product and Services (36%), Org-Brand (37%) |
| Engaged Employees are divided in opinion whether parameters contribute to engagement or not | Team Manager (49%), Co-worker (47%), Leader (55%), Alignment with Company (46%) |

Parameters considered by Disengaged employees as Positive contributor to engagement are:

Table 5.2 – Engagement parameters among disengaged employees

| Disengaged Employee | Parameters |
|---|---|
| Parameters that contributes to the engagement | Recognition (90%), Work Environment (79%), Career Growth (82%), Pay and Benefit (69%), Training and Development (82%), Role and Responsibilities (69%), Work-Life Balance (67%) and Communication (64%) |
| Parameters that do not contribute to the engagement | Alignment of the Company (31%), Brand (36%), Customer (28%), Product and Services (38%) |
| Engaged Employees are divided in opinion whether parameters contribute to engagement or not | Alignment with Company (51%), Team Manager (46%), Co-Worker (41%), Leader (46%) |

Parameters considered by Neutral employees as Positive contributor to engagement are

Table 5.3 – Engagement parameters among neutral employees

| Neutral Employee | Parameters |
|---|---|
| Parameters that contributes to the engagement | Recognition (91%), Work Environment (81%), Career Growth (84%), Pay and Benefit (77%), Training and |

| | |
|---|---|
| Neutral Employee | Parameters |
| | Development (68%), Role and Responsibilities (71%), Work-Life Balance (75%), Communication (60%) and Leader (61%) |
| Parameters that do not contribute to the engagement | Customer (33%), Brand (33%), Alignment of Company (29%), |
| Employees are divided in opinion whether parameters contribute to engagement or not | Team Manager (47%), Co-Worker (49%), Alignment with Company (48%), Product and Services (44%) |

5.5 Summary of Focus Group Discussion on Work Environment

When started in Bangalore, the IT Industry provided many facilities under Work Environment and was much valued as contributing to the engagement. However, over some time, employees assumed and taken the same for granted. Covid situation when employees were forced to work from home and missed the various facilities (as basic as readily available tea/ coffee), they again started talking about the how each of these facilities uses to keep them refreshed and helped in working productively.

Work from home, a privileged facility, and employees who cherish the same are unsure if they want to work from home. More than half of the employees do want to go back to the Office. Once looked at as a limiting and binding environment, Office is now imagined as a place of freedom.

Covid has made employees agree that business working condition is changing. Office to home, Fixed time working has changed to flexible working hours. This will extend from full-time employment to contractual employment and further from monthly salary to hourly effort-based working. This changing perception or mixed reality has employees better manage engagement, which was on free fall during the first 3-4 months of Covid

Covid forced people to relook at life and the role of employment in life. Honesty, hard work, time management gained prominence. Introvert employees got an excellent opportunity to work freely without being forced, influenced, and micromanaged for their work. Extroverts employees had a hard time working alone and keeping themselves motivated while being alone. Extrovert Managers were equally at a loss when they could not see employees working Infront of their eyes.

Employees also started discussing self-engagement (what they like), their personality (what makes them who they are), and this will surely (may take long term) help in increasing employee engagement in the long term. This will ensure that employee's dependence on the work environment will reduce.

Female employees with family responsibilities and without any helping hand faced many hardships in managing professional and personal commitments. The workplace shift had a very negative effect on Employee engagement for all female employees with family responsibilities. For other female employees, it's a mixed bag and depended on personal engagement and personality type.

Employment will demand a high level of engagement from employees, and with visibly diminishing control, people with high self-control will have a better prospect. Workplace and physical environment will add relaxation, rejuvenation factor.

Today, many IT services companies decided to work from home or lock the physical space, but if employees are believed, this will reverse, and companies will open the workspace soon.

1. Few of the HR Managers (also a psychologist) believe that the absence of social structure (Workplace) will hurt employees and employee engagement.
2. Most companies are more inclined to take legal safeguards (as per govt regulations) while closing the offices. Many are taking advantage to consolidate their real estate landscape. Organizations have not thought about employee engagement while making decisions to close offices.

Table 5.4 – Effect of Covid on Work Environment -Work From Home

| # | Factor under Work Environment | Pre Covid – Work from Office | Current (During Covid) – Work from Home |
|---|-------------------------------|---|--|
| 1 | Responsiveness | It was easy to get people for a quick meeting and pick-up their thoughts and perspective | Very difficult, practically impossible, to get all team members assembled quickly to discuss any topic. |
| 2 | Data/ Information Security | The company's secured network had access request from all know locations and devices | All employees are working from home, and numbers of a request originating from multiple sources demanding access to organizational resources |
| 3 | Ergonomic Seating | The company ensured right/appropriate seating and workstation arrangement, which provided ease of working | Many of Table-chair combination is not right for long working hours. Many employees do not have a proper table and chair, and they work from their bed. Back posture, eye level with screen creating a lot of physical uncomforted |

| # | Factor under Work Environment | Pre Covid – Work from Office | Current (During Covid) – Work from Home |
|---|--------------------------------------|--|--|
| 4 | Physical interaction/ ideation space | <p>The availability of people under one roof allowed them to discuss, brainstorm with people from a cross-functional team. Employees never knew other employees, but the connection of connection worked at ease to build space for discussion. Many of these discussions were not official, and hence a lot of open and transparent debate used to happen</p> | <p>No physical interaction in the post-Covid scenario deprived employees and managers to ideate on any subject. Getting a cross-functional team without formally knowing them is impossible now. Finding people from the cross-functional team and then finding people with authority to share the information became difficult.</p> |
| 5 | Health Care-Well Being | <p>Every Organization had a healthcare unit with all necessary health check-ups to support employees with healthcare needs.</p> <p>Every Organization ran wellbeing programs for</p> | <p>Post-Covid, Employees are on their own; there is no proactive health care facility to support them warn them of any possible health issues.</p> <p>All health and mental wellbeing programs are reduced to being an</p> |

| # | Factor under Work Environment | Pre Covid – Work from Office | Current (During Covid) – Work from Home |
|---|-------------------------------|--|---|
| | | employees, which use to encourage employees to think and focus on their wellbeing | email campaign, which gets lost in series of emails. |
| 6 | Productivity and Performance | Quality and Timely delivery of output/ work product was monitored regularly. In the event of delay requirement of additional support was quickly identified, and decisions were taken. | Quality of work is impacted due to the reduced speed of connectivity of the virtual systems, which is indirectly hitting productivity and performance. Managers are scared to take hard decisions to support productivity and performance. They are sure that they will not get a replacement if an employee resigns, and also, they do not want to be seen as insensitive. The diversity and Inclusion story of an organization is suggesting employees support each other. While all employees are supporting each other, BUT |

| # | Factor under Work Environment | Pre Covid – Work from Office | Current (During Covid) – Work from Home |
|---|------------------------------------|---|--|
| | | | productivity and performance have taken a hit. There are situations where employees are spending extra hours to complete the work. From companies perspective, there is no dip in productivity, but from the employee's perspective, input work hours have increased, and this is hitting the employee engagement. |
| 7 | A platform for employee engagement | Office space used to provide a platform for Managers and HR professionals to run employee engagement activities | With limited to no physical interaction, all employee engagement activities and programs involving people and get together is in cold storage |
| 8 | Recreation and Rejuvenation | While working in an office, it was easy for employees to take a break and a few of | The opportunity to take a break while working from home is limited and negligible. Even when |

| # | Factor under Work Environment | Pre Covid – Work from Office | Current (During Covid) – Work from Home |
|----|-------------------------------|--|---|
| | | his/her colleagues to discuss a topic about work or outside work and feel refreshed and get back to work. | people take a break, they are alone (basically do not have anyone to discuss work-related challenges). Challenges related to work impacting employment are directly visible at home, creating a spiral effect at home. |
| 9 | Food and Snacks | Workplace used to provide ready-to-drink tea-coffee and an assortment of food from various cultures serving different food habits. | Employees living in a shared hostel do not have the option ready to drink tea and coffee (as per their want). All employees have to either prepare on their own or step out to roadside eateries (not safe from health concerns). Also, it takes time away from work, which many cannot afford. |
| 10 | Innovation and Learning | The Office provided space for shared learning, built an attitude to solve problems, attend cross-functional | Not many employees are exploratory, and they cannot read the industry's next steps. Now employees not able to meet others |

| # | Factor under Work Environment | Pre Covid – Work from Office | Current (During Covid) – Work from Home |
|----|---|--|---|
| | | workshops to understand challenges, issues, and development (knowledge) related to job and aspirations. | and learn about industrial development informally. Lack of knowledge is giving a sense of insecurity. |
| 11 | Social Factor - Culture and organizational value system | Employees meet other employees with different cultures, backgrounds, and value systems. Still, organizational ethics are bounded to drive people towards cultural sensitivity and yet support each other to follow corporate ethics. | All employees are working in silos or their social setup, which takes them away from collective enforced cultural, ethical behavior. ("Many employees who are not working on official work tell that they busy with some deliverables – personal values?" |
| 12 | Communication | Informational communication and grapevine used to run in parallel in various organizations along with formal communication. | Informal and non-verbal communication is lost. Often, a nudge is used to do the work; however, in post-Covid times, the only communication mode that remained is a formal-documented-with digital record. |

| | | | |
|---|-------------------------------|------------------------------|--|
| # | Factor under Work Environment | Pre Covid – Work from Office | Current (During Covid) – Work from Home |
| | | | The new forced format of communication makes it uncomfortable for many managers and employees. |

5.6 Implication

5.6.1 Theoretical Implication

From a theoretical perspective, this study of Employee Engagement provides an understanding of the various parameters of employee engagement among employees in IT services companies not only in Bengaluru but also in other cities and in other countries. Further, the research provides an understanding of the relationship between these parameters and the demographic factors of the employees. Employee Engagement is significantly influenced by Career Growth, Recognition, and Work Environment. Interestingly on the count of people support, Manager and Leaders have better correlations to overall engagement than co-workers.

Vohra (2013), in her doctoral dissertation, built a multiple regression model using varied engagement parameters, and the results were quite similar to what this research has found. Her model and regression values are as below

Table 5.5 – Multiple Regression comparison - Implication

| Model | R | R Square | Adjusted R Square | F- Value |
|-------|------|----------|-------------------|----------|
| 1 | .601 | .361 | .354 | 5.61 |

| | | | | |
|---|------|------|------|-------|
| 2 | .492 | .243 | .241 | 211.6 |
|---|------|------|------|-------|

Excerpts of the regression model and associated value found from this research are as below.

| R, R ² Adjusted R ² and F-value of parameters of employee engagement on overall employee engagement. | | | | | |
|--|-------------------|----------|-------------------|----------|------|
| Model | R | R Square | Adjusted R Square | F- Value | Sig. |
| 1 | .644 ^a | .415 | .400 | 26.925 | .000 |

5.6.2 Practical Implication

The HR function of IT companies in Bangalore will find this study useful. The significant relationship among the parameters provides a guideline for the experts in designing a suitable employee engagement program with all-important engagement parameters. This study will help build a model to understand the employee type who fits best to organizational objectives and enhance the engagement in a short time. The study also can drive the employee recruitment strategy (Hire those who get engaged fast), Retention strategy (Culture and benefits alignment), and Workforce Re-alignment strategy (Remove/ replace employees).

5.6.3 Practical Implications for Employees

Engagement is key to success professionally and personally, and due to this, it is important for employees to understand the parameters which drive them. There is a unique case where these parameters drive engagement and at the same engaged employees get recognition, career growth and many other benefits (which are engagement parameters), and this leads to a cyclical scenario which either takes employee on the positive side or drops them to the negative side. Employees need to understand that engagement is not a “good to have” but a “must-have” requirement. An Employee due to disengaged status may leave an employer, but they will go to another employer, and the same disengaged status may drive them out to look for another employer, and the cycle may continue.

5.6.4 Practical implications for Employers

Significantly, disengaged employees consider Recognition (90%), Work Environment (79%), Career Growth (82%), Pay and Benefit (69%), Training and Development (82%), Role and Responsibilities (69%), Work-Life Balance (67%) and Communication (64%) as parameters leading to growth.

5.7 Limitation of Study

This study gives us the employee engagement perspective of what people (as an employee) from across the country think on the subject. However, there were inherent limitation to this study

1. This study was restricted to IT services companies that have a presence in Bengaluru city.
2. The study does not include administrative staff and temporary workers in its purview.
3. Employee Engagement is a vast concept; this study covers only two areas, i.e., Employee Engagement parameters and practices.
4. This study also does not reflect the impact of COVID on employee engagement

5.8 Suggestion for Future Research

Work environment and work conditions will change in times to come, and this will impact the parameters and practices of employee engagement. Health conditions (Pandemics), Social Change (Migration of Labour), and Technology Change (Data Science, ML, and AI) will shape future employments, and the way employee engages with the work.

Future research may focus on

- 1) Rate of Employee engagement among native employee's vs. migrant employees
- 2) Quality of Employee engagement among technology-oriented work Vs.the non-technology-oriented work environment
- 3) Impact on employee engagement when an employee is engaged with the work vs. engaged with the organization
- 4) Variation in employee engagement due to variation in business scenarios (EE during supply-based business condition Vs. EE during demand-based business conditions)

5) Employee engagement definition as accepted by employees and employers and its effect on employee engagement

5.9 Conclusion

Employees' ability to judge their engagement is restricted by multiple parameters. Also, the interpretation of the parameters varies by the employee by their group, something which never gets captured in any quantitative study. One of the clear findings indicated that engagement is not dependent on age, gender, or educational qualification. No one engagement parameter is strong enough to impact employee engagement. Many of the engagement parameters are correlated, and this somewhere affects the collective impact on Employee Engagement.

Employees do not fully agree with the employer's definition and description of engagement. Either they do not care, or they have their own meaning, or few employees agreed to the employer's purpose of engagement

Majority of the employee participated in this research disagreed with the definition. A small portion of respondents partially agreed, and a much lower part agreed with the interpretation.

Observation related to the definition was mostly uniform across respondents. However, "age" as parameters showed a different characteristic - Young respondents voiced their opinion openly while others did subtly. Young employees, Young employees who lived in Bangalore for a Larger period of their life, and Young employees who lived in Bangalore for a long and also had global working exposure expressed their opinion firmly.

In general, Male are more (Vocal) expressive than females. Female is more sincere towards their work than males. In the same class (same type of social, education, and other backgrounds), female respondents are more submissive.

Engagement parameters like Recognition, Career Growth, Team Manager, Leader, Alignment of the Company, Work Environment have a significant correlation at 0.01

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7. Appendices

7.1. Survey Questionnaire

Good....., I am Praveen Kumar, a research scholar, doing my Ph.D. course at ICFAI University Jharkhand. My research topic is “Employee Engagement parameter and practices in IT companies.”I assure you that all information collected will be used only for academic purposes.

About You

1. What is your Name: _____
2. Gender: Male Femal
3. Age: 20-30 s. 31-40 y 41+
4. Education Level: Gradur less Post Grate or more
5. Contact Details: Phone/Email: _____

Your Experience and Exposure

6. What is your total years of work experience _____ Yrs.
7. Since when you are living in Bangalore? _____ Yrs.
8. Where were you living during your school days _____?
9. Name the City from where you did your graduations _____
10. Where were you living during your post-graduation days _____?
11. Does your responsibility include managing people: YES NO?
12. Are you involved in planning or executing employee engagement programs? YES NO
13. Explain your responsibilities related to employee engagement

-
14. Have you heard of the term “Employee Engagement” YES NO
 Read the below line if the answer is no

Employee engagement is about the collection of various parameters in different shapes and sizes to keep you positively engaged in your work. E.g., I am fully involved with my work, or I love to go to the office as my work is challenging, Managers are right, or good food in the canteen. I am ready to do the extra bit for my company. Walk the extra mile, beyond the call of duty

15. How do you define Employee Engagement?

16. At an overall level, How would you describe yourself

| Parameter - | Strongly Disengaged | Disengaged | Neutral | Engaged | Strongly Engaged |
|--------------------------|---------------------|------------|---------|---------|------------------|
| Overall Engagement Level | | | | | |

17. Many of the employees/employers and academicians build a list of parameters that they think are a parameter of employee engagement. I want your opinion; please select the words which you think describe the employee engagement parameter

1. Pay & Benefits
2. Recognition
3. Communication
4. Training and Development
5. Roles and Responsibilities
6. Career Growth
7. Team Manager
8. Co-Worker
9. Leaders
10. Alignment of the Company
11. Alignment with the Company
12. Org Reputation/ Brand
13. Work Environment
14. Customer

15. Product and Services

16. Work-Life Balance

18. Please explain how your engagement parameter is different from other Male/ Female colleagues?

19. Have you sensed any change in your preference for engagement parameters over the years of your employment and age? YES NO Shift to 15 if the answer is NO

20. Please explain the reason for the change in your preference and how your preference for engagement parameters changed?

Detailed understanding of each parameter

21. Please rate the below statements for “Pay & Benefits” as engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| I am paid fairly for the work I do | | | | | |
| I feel my pay is fair compared to people with similar roles and capability | | | | | |
| My pay is linked to my performance | | | | | |
| The company provide structured and unbiased non-financial benefits | | | | | |

22. Please rate the below statements for “Recognition” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------|-------------------|----------|---------|-------|----------------|
| | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| The company recognize the effort and positive work | | | | | |
| I receive positive feedback about my work | | | | | |
| My team takes time to celebrate success | | | | | |
| I feel proud to tell you where I work – I will continue with my company for the next two years | | | | | |

23. Please rate the below statements for “R&R” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| Roles and responsibilities are well defined | | | | | |
| R&R is mapped to capability and job level – organization helps to upgrade capability | | | | | |
| There is no ambiguity in responsibility against roles | | | | | |
| R&R ensures equal distribution of workload – reasonable workload – Work-Life balance | | | | | |
| The company motivates to go beyond the role | | | | | |

24. Please rate the below statements for “Career Growth” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| Job Rotation (career options) and career growth is opportunities are structured and executed transparently | | | | | |
| Organization give an opportunity to try different things and do things differently | | | | | |
| The organization enables the employee to analyze and make a decision | | | | | |
| My work is valued and gives an opportunity to grow | | | | | |

25. Please rate the below statements for “Team Manager” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| My Manager is consistent in his/her word and act | | | | | |
| Fair and transparent – Unbiased behavior | | | | | |
| Supports in corrective actions/ believes motivation and reward more than the penalty | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Supports in my development – communicates honestly on strength and weakness | | | | | |
|---|--|--|--|--|--|

26. Please rate the below statements for “Co-Worker” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|---|-------------------|----------|---------|-------|----------------|
| Co-workers treat each other as a friend | | | | | |
| Co-worker trust each other and collaborate | | | | | |
| Co-workers support and help to perform better | | | | | |

27. Please rate the below statements for “Leader” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| We have the right leaders at various levels | | | | | |
| Our leaders have the right vision to lead us | | | | | |
| Our leaders motivate us to perform better | | | | | |

28. Please rate the below statements for “Alignment of the Company” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|-------------|-------------------|----------|---------|-------|----------------|
| | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| My company is leading in its business segment | | | | | |
| The company supports future technology | | | | | |
| The company is fully aligned with market dynamics and can manage change positively | | | | | |

29. Please rate the below statements for “Alignment with the Company” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| I understand my company’s objective | | | | | |
| I am aligned with my company’s objective | | | | | |
| I understand how I contribute to the company’s objective | | | | | |

30. Please rate the below statements for “Org Reputation/ Brand” as an engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| My organization is reputed and command a respect | | | | | |
| People aspire to/ feel happy to work for my organization | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| Feel respected/ command particular respect due to my organization | | | | | |
|---|--|--|--|--|--|

31. Please rate the below statements for “Work Environment” as engagement parameter

| Parameter - | Strongly Disagree | Disagree | Neutral | Agree | Strongly Agree |
|--|-------------------|----------|---------|-------|----------------|
| The work-related process is well defined and understood | | | | | |
| The right tools and techniques are made available for me to work | | | | | |
| The physical environment is enabled to work better | | | | | |
| HR process helps me work in the right work environment | | | | | |

Questions related to Employers approach

32. Does your employer run any specific initiatives to enhance/ moderate your engagement level?



33. What are various employee engagement parameters/programs used by your employer?

1. X
2. X
3. X
4. X
5. X
6. X
7. X
8. X
9. X

34. What are the practices of employee engagement as managed by your employer?

35. What change you may want in these set of practices of engagement

36. If you get a free hand to build an employee engagement practice, structure, and engagement parameter, how would you visualize the future state or ideal state? Please explain.

-----Thank You-----

Focus Group Discussion Guide (Along with the Quantitative Data Collection)

Discussion Guide

Welcome, and thank you for agreeing to take part in this focus group. Your opinion is important to me, and thanks to you for your time and commitment to help me.

Introduction: I am Praveen Kumar, a research scholar doing my Ph.D. from ICFAI University, Jharkhand. The objective of my research is to understand the parameters and practices impacting “Employee Engagement.” This focus group discussion is designed to understand your thoughts and understanding of Employee Engagement. The focus group discussion will take no more than two hours.

Anonymity: Despite being documented, I would like to assure you that the discussion will be anonymous. The notes of the focus group will contain no information that would allow anyone of you to be linked to specific statements or about your employer organization.

You should express your opinion as openly as you can; I may ask clarification questions just to ensure that I capture your opinions entirely and correctly. I would appreciate it if you would refrain from making it personal while discussing it with other participants. No opinion is right or wrong; I am interested in understanding your opinion. Your participation in this research is voluntary; however, please try to answer and be as involved as possible.

Ground rules

- One person at a time and no cross-questioning or argument about each other's experience
- All must express their opinion and need not have to speak in any sequential form

Warm-up

First, I'd like everyone to introduce themselves. Can you tell us about yourself?

- your name,
- Your organization (Small – Medium – Large)
- No and seniority (Jr-Mid-Sr. level) of employees you managed?

Understanding the topic of discussion

Let's use the first 5 minutes to gather our thoughts on EE, Why EE, What makes employees engaged and disengaged, what are the practices of EE in your respective organization, and the various parameters considered by employees.

Guiding Questions

1. How would you define EE, and what are the parameters of engagement?
2. What are the reasons for employees to be engaged or disengaged?
3. What are the practices followed in your organizations to engage employees?

4. Have you observed any difference in engagement due to age and gender?
5. Have you observed any uniqueness/ difference in employees' engagement level based on where they lived the majority part of life (Tier 1/ Tier 2/ Tier 3 city/ town or villages, etc.)?

| | |
|-------------------|--|
| Group Name | |
| Group Description | |

| | |
|----|---|
| Q1 | How would you define EE, and what are the parameters of engagement? |
| | |

| | |
|----|---|
| Q2 | What are the challenges for employees to be engaged or disengaged |
| | |

| | |
|----|--|
| Q3 | What are the practices followed in your organizations to engage employees? |
| | |

| | |
|----|---|
| Q4 | Have you observed any difference in engagement due to age and gender? |
| | |

| | |
|----|--|
| Q5 | Have you observed any uniqueness/ difference in employees' engagement level based on where they lived the majority part of life (Tier 1/ Tier 2/ Tier 3 city/ town or villages, etc.)? |
| | |

| | |
|----|---|
| Q6 | If you get a free hand to build an employee engagement practice, structure, and engagement parameter, how would you visualize the future state or ideal state? Please explain |
| | |

| | |
|----|--|
| Q7 | What are the practices of employee engagement as managed by your employer? What change you may want in these practices of engagement |
| | |

Concluding Question

| | |
|------------|--|
| Concluding | Any other information you may want to share with us concerning Employee Engagement |
| | |

I would like to thank all of you for having spent the time discussing this subject. Your opinions will not only help me in completing my course work but also in understanding the subject better.

Thank You

Focus Group Discussion Guide – Work Environment Discussion Guide

Welcome, and thank you for agreeing to take part in this focus group. Your opinion is important to me, and thanks to you for your time and commitment to help me.

Introduction: I am Praveen Kumar, a research scholar doing my Ph.D. from ICFAI University, Jharkhand. The objective of my research is to understand the parameters and practices impacting "Employee Engagement." This focus group discussion is designed to understand your thoughts and understanding of Employee Engagement in the times of Covid-19 and related to Work Environment and Work from Home. The focus group discussion will take no more than two hours.

Anonymity: Despite being documented, I would like to assure you that the discussion will be anonymous. The focus group notes will contain no information that would allow anyone of you to be linked to specific statements or about your employer organization.

It would be best to express your opinion as openly as possible; I may ask clarifying questions to ensure that I capture your thoughts entirely and correctly. I would appreciate it if you would refrain from making it personal while discussing it with other participants. No opinion is right or wrong; I am interested in understanding your opinion. Your participation in this research is voluntary; however, please try to answer and be as engaged as possible.

Ground rules

- One person at a time and no cross-questioning or argument about each other's experience
- All must express their opinion and need not have to speak in any sequential form

Warm-up

First, I'd like everyone to introduce themselves. Can you tell us about yourself?

- Your name, Your Organization (Small – Medium – Large)
- No and seniority (Jr-Mid-Sr. level) of employees you managed?

Understanding the topic of discussion

Guiding questions

1. How would you define EE, and has the engagement level increased or decreased due to Covid? - Discuss the workplace characteristics during Covid time compared to pre-Covid
2. How work environment and work from home is impacted/impact (+ve or -ve) employee engagement?
3. Is the effect of Work environment/ work from home is different for people with diverse age group

I want to thank all of you for having spent the time discussing this subject. Your opinions will not only help me in completing my coursework but also in understanding the issue better.

7.2. MBTI Questions used for Introvert and Extrovert personality assessment

- 1) At a party do you:
 - a. Interact with many, including strangers
 - b. Interact with a few known to you
- 2) At parties do you:
 - a. Stay late, with increasing energy
 - b. Leave early with decreased energy
- 3) In your social groups do you:
 - a. Keep abreast of other's happenings
 - b. Get behind on the news
- 4) In phoning do you:
 - a. Rarely question that it will all be said
 - b. Rehearse what you'll say
- 5) In company do you:
 - a. initiate conversation
 - b. wait to be approached
- 6) Does new and non-routine interaction with others:
 - a. stimulate and energize you
 - b. tax your reserves

7) Do you prefer:

- a. many friends with brief contact
- b. a few friends with more lengthy contact

8) Do you:

- a. speak easily and at length with strangers
- b. find little to say to strangers

9) When the phone rings do you:

- a. hasten to get to it first
- b. I hope someone else will answer

10) Are you more inclined to be:

- a. easy to approach
- b. somewhat reserve

8. Publication and Conferences

Table 8.1 – Publication and Conferences

| # | Topic | Journal/Book | Month/ Year |
|----|---|--|----------------|
| 1. | Work-life balance: A contextual perspective | ICFAI Journal | |
| 2. | A study of the Challenges in Implementing Employee Engagement Program with reference to IT organization | ICFAI Journal | May 2018 |
| 3. | Management Education - A Halo Waning | 8 th International Conference on Sustainable and Human Development through spirituality, Peace Economics and Peace Science & Future of Management Education | June 2018 |