

**TITLE - EMPLOYEE ENGAGEMENT OPERATIONS IN IT SECTOR IN
BANGALORE DURING COVID 19
AUTHOR DESCRIPTION**

1. **DR P.SUDARKODI**, Associate Professor, Koshys Institute of Management studies,
Bangalore
2. **MR NITHIN G**, Student, Koshys institute of Management studies, Bangalore

ABSTRACT:

During COVID-19 due to lockdown employee engagement has become one of the utmost projecting factors for human resource managers in an organization. The study emphasis on analysing engagement of employees in IT sector during corona virus pandemic. IT sector are constantly developing pioneer and active means to engage the employees during this tough time. COVID-19 has only accelerated this transformation which have determined sustainable change organisational level. The study highlights on perception of employee towards employee engagement by the organisation during pandemic.

Keywords: Organizational support, Employee engagement, Work from home, Employee Satisfaction, leadership

1.1 INTRODUCTION

According to Sanchez (2007), employee engagement is viewed as “A result of how employees acknowledge their work, leadership of their organizations, and rewards which they received”. Where as Shaw (2005) defined employee engagement as emotional and intellectual commitment to an organisation. The responsibility of management in every organisation is to introduce policies and work culture that foster the emotional connections between employees and their workplaces and inspire them to remain obligate to the company for the long-term. Despite lots of pitfall because of COVID-19’ it is likely that we all accept one thing that we have learned a lot to manage ourself. The learning curve for IT managers was initially steep after IT companies were closed and started manage all their employees remotely. Yet this new way of functioning has brought valuable lessons about how to boost employee engagement.

1.2 REVIEW OF LITRATURE

Jeevitha & Rajesh Viswanathan (2015) states there is an association between employee engagement and company productivity, the study initially clarify in detail, that self-sufficiency of the employee may motivate work environment and focus employee who are enthusiastic for their improvement with work. If each employee is engaged with work can influence with combined effort to better organizational performance. Ghantasala, Prabhakar and Swetha Reddy (2016) suggest means and ways to improve employee engagement level in the industry and views that there is impact of demographic profile of employee engagement. The top management behaviour, time to time rewards and package which satisfy the employee will lead to highly engaged employees. There is a significant association between employee engagement and the demographic factors like age, designation, department income and family size. There is no significant difference concluded (2017) engaged employee can increase organisational achievement and its mission organisation must recognize employee more than any other variable. Engaged employees should always learn, improve & measure the activity in a proper manner. Organisation should achieve the strategic outcome and overall improvement by understanding the performance of employee. Quynh Tran (2018) Finland Companies should change their research and plan, if they change their business idea and working environment. Engagement factor is totally dependent on the nature of the work employees is assigned. Poor plan, leadership style and hierarchical structure of the organisation will confuse and lead to a low level of engagement. Barreiro & Treglown, (2020) emphasis that without employee engagement, an organization cannot survive for a lengthy period.

1.3 NEED OF THE STUDY

Work-from-home regime is implemented by most of the IT companies due to COVID-19 pandemic. But work-from-home regime is challenging for employees as well as for IT companies during this critical situation. Due to this problem, various employee engagement practices have to be adopted by the IT Companies to engage the employees in effective ways. This paper aims to understand employee engagement practice followed by IT Sector and also make an attempt to know the employee perception towards employee engagement activities during the Pandemic.

1.4 OBJECTIVE OF THE STUDY

To determine the employee engagement practices during COVID-19 lockdown in IT Companies

1.5 RESEARCH METHODOLOGY

The present study is based on survey method. This method was adopted to have better understanding of the employee's perception regarding employee engagement practices during COVID 19. It is a descriptive study and data is collected from primary and secondary sources. The primary sources of information were collected from IT employees through questionnaire using google form. The secondary Data was collected through books, newspapers, and journals. The data is from the period Jan 2021 to March 2021. Convenience sampling is used to collect data from 173 employees working in IT companies.

1.6 DATA ANALYSIS AND INTERPRETATION

The scores provided by the respondents were fed into SPSS AMOS software (version 26).

Respondent Profile

Table 1 Attempts to capture the respondent profile in term of gender, Age and Year of experience.

Demographic Variables		Frequency	Percentage
Gender	Male	136	78
	Female	37	22
Age	20-30	43	25
	30-40	110	64
	Above 40	20	11
Year of Experience	0-5 years	44	26
	5-10 years	93	53
	10-15 years	24	14
	Above 15 years	12	7

Source- Primary Data

The respondent comprised of 78 % Male and 22 % female, 25 % with age group 20-30, 64 % with age group 30-40 and 11% above 40 years. The respondent has different level of experience with 0-5 years (26 %),5-10 years (53%),10-15 years(14%) and above 15 years (7%).

Reliability Statistics

Reliability statistics is made for the data collected from the Employee of IT companies. The sampling reliability is ensured by doing through Cronbach's Alpha reliability test, for this present study the reliability analysis score is 0.872 after considering 5 items from the structured questionnaire.

Data analysis is done using Structural Equation Model (SEM).SEM analysis is basically to obtain a Structural model that can be made used to predict or prove the model. Besides, SEM can also be used to see the magnitude of the influence, both direct, indirect and the influence of total free variables(exogenous variables) to the dependent variable (endogenous variable)

Structural Equation Model (SEM) on Employee engagement during COVID 19 of IT employees

The variables used in the structural equation model are

- I. Observed, endogenous variables
 1. Employee Engagement
 2. Employee Satisfaction
 3. Organisational support

- II. Observed, exogenous variables
 1. Work from Home
 2. Effective virtual communication

- III. Unobserved, exogenous variables
 1. e1: Error term for Employee Engagement
 2. e2: Error term for Employee Satisfaction
 3. e3: Error term for Organisational support

Hence number of variables in the SEM is

Number of variables in model :		8
Number of observed variables :		5
Number of unobserved variables :		3
Number of exogenous variables :		5
Number of endogenous variables :		3

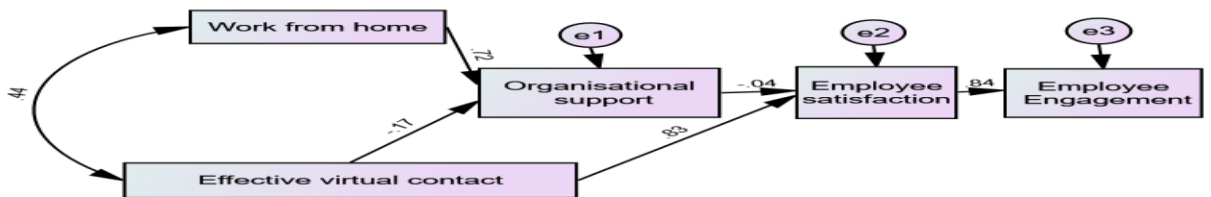


Fig.4.3.6 Structural Equation Model (SEM) based on Standardised Coefficient on Employee engagement of IT employees during COVID 19

Table 2 Variables in the Structural Equation Model Analysis

Variables	Unstandardized Co-efficient(B)	S.E. Of B	Standardised Co-efficient (Beta)	t value	P
Organisational support <--- Work from home	.835	.074	.719	11.304	<0.05**

Variables			Unstandardized Co-efficient(B)	S.E. Of B	Standardised Co-efficient (Beta)	t value	P
Organisational support	<---	Effective virtual contact	-.245	.093	-.168	-2.644	.008 (<0.05)
Employee satisfaction	<---	Organisation al support	-.024	.029	-.037	-.832	.405 (>0.05)
Employee satisfaction	<---	Effective virtual contact	.791	.042	.825	18.742	<0.05**
Employee engagement	<---	Employee satisfaction	.880	.043	.842	20.495	<0.05**

Note: **denotes significant at 5% level

From the above table, unstandardized coefficient of work from home on organisational support is 0.835 represents partial effect of work from home on organisational support, holding the other path variables as constant. The estimated positive sign implies that organisational support would increase by 0.835 for every unit increase in work from home and this coefficient value is significant at 5% level.

Unstandardized coefficient of Effective virtual contact on Organisational support is -0.245 represents the partial effect of Effective virtual contact on Organisational support, holding the other path variables as constant. The estimated negative sign implies that Organisational support would decrease by 0.245 for every unit increase in Effective virtual contact and this coefficient value is significant at 5 % level.

Unstandardized coefficient of Organisational support on Employee Satisfaction is -0.024 represents the partial effect of Perception on Satisfaction, holding the other path variables as constant. The estimated negative sign implies that Employee Satisfaction would

decrease by 0.024 for every unit increase in Organisational support and this coefficient value is not significant at 5 % level.

Unstandardized coefficient of Effective virtual contact on Employee Satisfaction is 0.791 represents the partial effect of Effective virtual contact on Employee Satisfaction, holding the other path variables as constant. The estimated positive sign implies that Employee Satisfaction would increase by 0.382 for every unit increase in Effective virtual contact and this coefficient value is significant at 5 % level.

Unstandardized coefficient of Employee Satisfaction on Employee engagement is 0.880 represents the partial effect of Satisfaction on Employee engagement, holding the other path variables as constant. The estimated positive sign implies that Employee engagement would increase by 0.880 for every unit increase in Satisfaction and this coefficient value is significant at 5% level.

Based on Standardised coefficient, Employee Satisfaction on Employee engagement (0.842) is most influencing path in this SEM model, followed by Effective virtual contact on Employee satisfaction (0.825), work from home to organisational support (0.719) and so on

For the purpose of testing the model fit, null hypothesis and alternative hypothesis are framed

HYPOTHESIS

Null hypothesis : The hypothesized model has a good fit.

Alternate hypothesis : The hypothesized model does not have a good fit.

Table 3 Model fit summary of Structural Equation Model

Indices	Value	Suggested value
Chi-square value	92.033	-
DF	4	-
P value	0.000	< 0.05 (Hair et al., 1998)
Chi-square value/DF	23.008	< 5.00 (Hair et al., 1998)
GFI	0.896	> 0.90 (Hu and Bentler, 1999)
AGFI	0.470	> 0.90 (Hair et al. 2006)
NFI	0.887	> 0.90 (Hu and Bentler, 1999)
CFI	0.889	> 0.90 (Daire et al., 2008)
RMR	0.063	< 0.08 (Hair et al. 2006)
RMSEA	0.296	< 0.08 (Hair et al. 2006)

From the above table it is found that the calculated P value is 0.000 which is less than 0.05 which indicates perfectly fit. Here Goodness of Fit Index (GFI) value (0.896) The calculated Normed Fit Index (NFI) value (0.887) and Comparative Fit Index (CFI) value(0.889) indicates that it is a perfectly fit and also it is found that Root Mean square Residuals (RMR) value is 0.063 which is less than 0.08 which indicated it is perfectly fit.

1.8 CONCLUSION

Even though many organisations have faced challenges in modifying their management structure and styles during COVID-19, lessons learned about employee engagement will bring positive changes in employee mindsets. The development of emotional understanding between employees and their work place during and post-COVID will lead to lower employee turnover, improved productivity and motivation in IT sector. Fostering these



connections requires an organisational support and effective virtual contact. Work-from-home regime engagement activities are very fruitful for employees as well as IT sector in Bangalore. Employees are feeling committed to the organization and stay motivated during this difficult time of COVID-19 pandemic.

REFERENCE:

Babakus E., Yavas U., Karatepe O.M. Work engagement and turnover intentions: correlates and customer orientation as a moderator. *Int. J. Contemp. Hosp. Manag.* 2017;29(6):1580–1598.

Ghantasala.; Prabhakar.; Swetha Reddy. Employee Engagement in the IT Industry – Evidence from India. *Strategic Management Quarterly*. March 2016, Vol. 4, No. 1, pp. 61-86
ISSN: 2372-4951

P Jeevitha.; Rajeesh V.; Impact of Employee Engagement on Productivity a Study with special reference to select IT & ITES Companies. *Global Journal for business analysis*. Volume-4, Issue-3, March-2015 • ISSN No 2277 - 8160

Rafiq M., Wu W., Chin T., Nasir M. The psychological mechanism linking employee work engagement and turnover intention: a moderated mediation study. *Work*. 2019;62(4):615–628.

Timms C., Brough P., O'Driscoll M., Kalliath T., Siu O.L., Sit C., Lo D. Flexible work arrangements, work engagement, turnover intentions and psychological health. *Asia Pac. J. Hum. Resource*. 2015;53:83–103.