



A conceptual study on the effectiveness of employee engagement in Mind-tree LTD, Chennai

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ABSTRACT

Employee engagement has been emerging as a popular organizational concept in recent years. An engaged employee is the one who is intellectually and emotionally bound with the organization, who feels passionate about its goals and is committed towards its values. This employee goes an extra mile beyond the basic job requirements. On the other hand, disengaged employee are typically uninterested in the job or organization they work for. As a result, the productivity decreases which results in the increase of negativity and their poor attitude will spread like a virus throughout the organization. This paper focuses on several factors which leads to employee engagement and what should the company do to make the employees engaged. Proper attention on engagement concepts will increase the organizational effectiveness in terms of higher productivity, income, excellence, customer satisfaction, employee retention and increased adaptability. However, the conceptual study is to find the effectiveness of employee engagement in technical support sector carried out in Mindtree LTD company. For this purpose, existing models were reviewed and analyzed to bring out an improved model. The review data of thirteen previous studies were analyzed and a hypothetical model is built as a result. In future the model is planned to be validated through real time data collection and analysis.

Keywords: Employee engagement, engaged employee, disengaged employee, organizational effectiveness, employee retention.

1. Main text

The key to the real worth and victory of any organization is on its human capital. Today, employee engagement is said to be a very critical challenge faced in all organizations. The IT organizations has realized that having a strong brand name, new products, and new technology alone does not help them get the winning edge over competitors. Organizations need the dedicated participation of a good majority of employees so that the effectiveness and efficacy of the organization could be improved. There is growing need to get the very best out of employees. The need has probably been heightened by the need for enterprises to thrive and achieve competitive advantage in the face of global financial challenges. Organizations need to survive because of the global adverse situations leading to survival tactics and stiff competition amongst similar organizations around the globe. Management of Organizations and human resource practitioners are struggling with the challenge of how to make the employees to deliver beyond their scope of work. Different management concepts have been invented over the years with the aim of leading the minds of managers and employees to work together to accomplish the overall organizational purposes of which some of them being majorly employee engagement. The concept of employee engagement has spread all over the work place like never before.

1.1. Objectives

- To understand the basic concept of employee engagement.
- To study the perception of employees towards employee engagement.

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- To identify the factors that influence employee engagement in multinational companies.

1.2. Review of Literature

Ngochai Sungmala, Amara Verawat (2021) The purpose of this research was to investigate the relationship between employee engagement and individual performance outcomes in large firms in Thailand, which is rapidly growing as an international business hub. This research was conducted to determine whether employee engagement predicts four performance outcomes: growth, achievement, contribution, and customer satisfaction. Two conclusions can be drawn from the findings of this study. First, the key to improving employee performance is increasing employee engagement. Second, engagement has powerful effects on the achievement of organizational goals and overall growth, which indicates that MNCs can improve their competitiveness and profitability by developing strategies to increase engagement.

Nilesh Arora, Sanjiv Gupta (2020) The objective of this study is to examine the relationship between Total Quality Management and Employee Engagement. The study has been carried out on one of the leading large scale automobile manufacturing organizations in North India. The results proved that these practices have a direct impact on Human Resource Management Policies. As the HRM policies get integrated with TQM practices, they have a direct impact on Employee Engagement.

Devika Chadha (2018) The study investigates the relation between training and development practices on employee engagement in service sector across Delhi and NCR regions. The study reveals that there is a positive impact of training, and that more training interventions with integration of latest technology is required for furthering the progression of the employees and their engagement.

Manish Bhalla (2018) The objective of this research paper is to explore the employee engagement from the lenses of individual differences and understanding it as a concept and its drivers that defines business success. The research primarily focuses on MNC-based employees in the region of Delhi. By taking the engagement pulse of employees periodically throughout the year, HR leaders can develop and implement engagement initiatives that take into account not only employees' present perceptions, but also their past experiences and future expectations. The result says that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour and to help them being productive employees.

Schrita Osborne, Mohamad S. Hammoud (2017) The purpose of this case study was to explore strategies that some communication business leaders use to engage their employees to increase profits. Three themes emerged from the research: (a) rewards and recognition, (b) empowering employees, and (c) building a bond between leaders and employees. The findings indicated that implementing successful employee engagement strategies is critical to organizational success and leaders who embark on an employee engagement strategy must develop good listening techniques, be fair, have and demonstrate respect, build trust, and understand the employees' concerns.

Lalatendu Kesari Jena, Pratishtha Bhattacharyya, Sajeet Pradhan (2017) This article tests the indirect effect of employee voice on employee engagement and affective organizational commitment. The finding of the study reported that every organization starts from a different place and has a unique destination. Thus, it is essential for organizations to identify factors valued by employees and also recognize employees as key stakeholders of the organization in order to achieve organizational excellence.

Seyed Abdorreza Payambarpour, Lai Wan Hooi (2015) The paper studies the impact of talent management on organizational performance in multinational corporations through applying management development and strategic HR inputs, and to evaluate the mediating role of employee engagement in the strategic HR inputs and organizational performance relationship. The result shows a positive relationship between employee engagement and organizational performance. The paper emphasizes the importance of engagement as a mediator of the relationship between strategic HR and organizational performance in the talent management context.

Bhavani SA, Sharavan and Arpitha (2015) This study is conducted at Automotive Axles Ltd to understand the extent of employee engagement in the organization. The findings from the survey are induction program for new recruits may be made mandatory so they can get to know about internal and external company policies and can engage in work effectively and efficiently. There should be increase in motivational program so that it increases enthusiasm and recognition of the employees. There are employees who do not feel valued and involved in the job, the reason for such situation should be identified. This will help to increase engagement. A simple yet effective measure is to recognize good work. It fosters better relationship. Any good work, big or small must be recognized.

AbdulQuddus Mohammed (2015) This paper tries to present the association between talent management and employee engagement, retention, value addition and improved organizational performance. The study reveals that it is talent management that enables the organization in improving employee engagement, commitment, retention, value addition that is leading to improved organizational performance. HR departments first must focus on assessing the skills the organization requires to implement the recruitment and training strategies. Secondly talent management strategy must be aligned with the organizational strategic choice.

Ahmed U, Phulpoto W, Umrani WA and Abbas SI (2015) This paper proposes motivations to explore employee training in depth to understand how its key components like assessment, design, trainer, delivery, and evaluation can significantly contribute towards employee engagement. It can be concluded that employee training can significantly enhance post-training employee engagement. The idea that suggests that employee training can be a potential component to enhance the psychological wellbeing of employees at work through fostering employee engagement.

N P Myilswamy, Dr. R Gayatri (2014) Research has consistently shown that employee engagement is powerfully linked to a range of organizational success factors. The employee engagement is a key business driver for organizational effectiveness. The cost of higher employee engagement will result in greater organizational effectiveness. It is employee engagement drives effectiveness in an organization by improving retention, customer loyalty, productivity, safety and ultimately, profitability. Engaged employees care about their organization and work to contribute towards its success. They are likely to work better, faster and more safely.

Bindiya Sandip Soni (2013) This paper identifies the key drivers of 'Employee Engagement', how to handle disengaged employees and modern 'Employee Engagement' practices in corporate. The result says that an organization should recognize employees, more than any other variable, as powerful contributors to a company's competitive position. So, employee engagement should be a continuous process of learning, improvement, measurement and action. It concludes saying that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavour.

Swati Chaurasia and Archana Shukla (2013) The paper aims to establish the relationship between leader member exchange relationship and work role performance through the dynamic process of employee engagement. The study outlines why and how leadership is important for employee engagement and effective work role performance. Adopting a survey-based research design, a sample of 198 Indian working managers at different levels including various sectors has supported the hypotheses that employee engagement mediates the relations between LMX and work role performance. The results also suggest that high quality relationship of employees with their leaders is positively related to employee engagement and their work role performance.

2. Framework

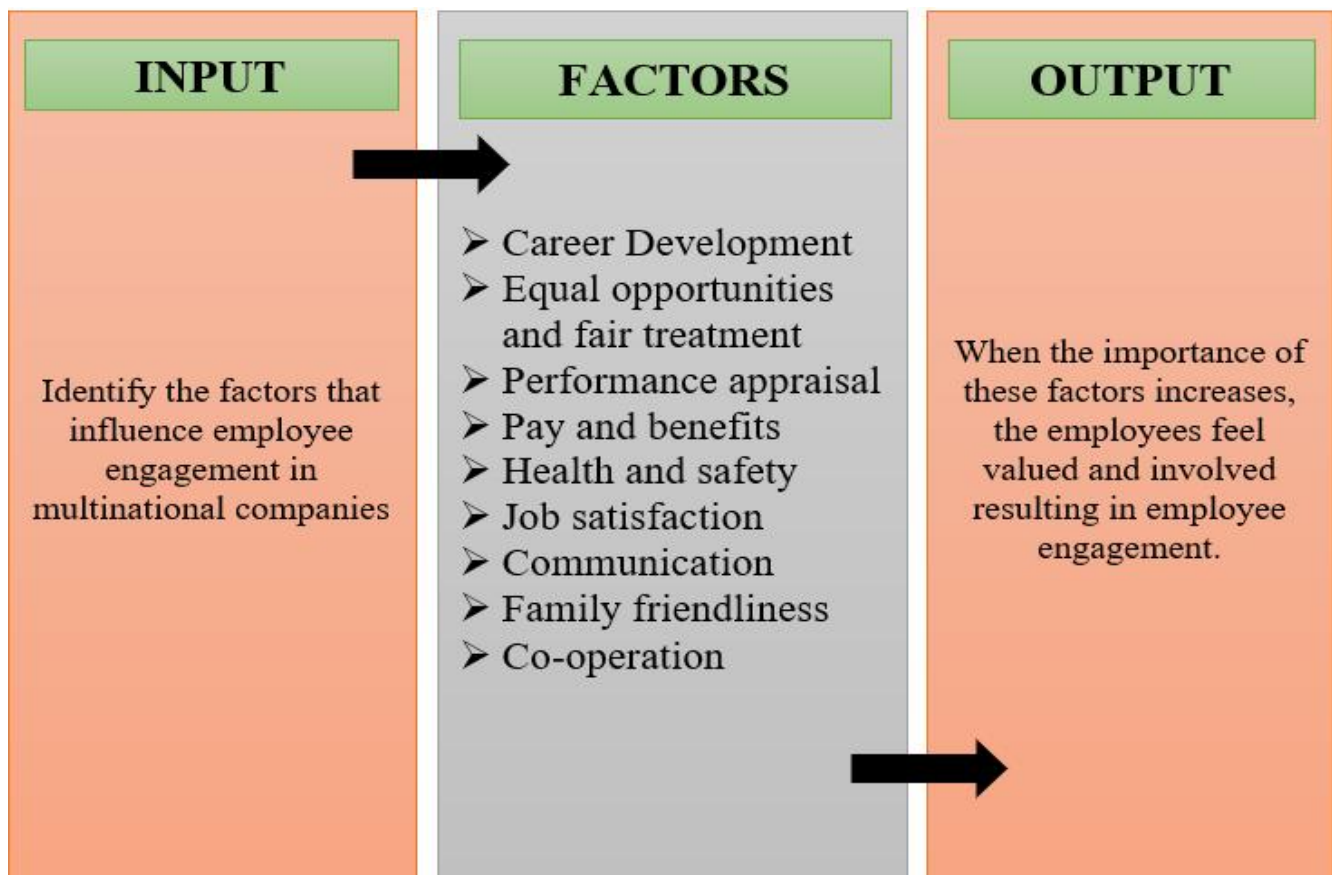


Fig. 1–Framework for employee engagement

3. Research methodology

This paper has considered various journal papers to get the conceptual framework about the effectiveness of employee engagement in technical support sector at Mind-tree LTD company. With secondary data collection further more data can be obtained and with extensive review of various journals and papers, we propose a model for the betterment of employee engagement with more effectiveness and do the productivity in more successful way.

4. Discussion and conclusion

This paper presents a review of literature in employee engagement. The review has been made around thirteen papers related with employee engagement. The analyses have confirmed that the high level of employee engagement corresponds to execution of an individual, bunch and corporate, in regions such as performance turnover, profitability, maintenance and unwaveringness towards the organization. In future the model is planned to be validated through real time data collection and analysis.

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