A study on employee engagement activities at Mysore IT industries

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Abstract

Employee engagement is the buzz word in corporate circles. Where the boomers and millennials are working together. In the wake of mass retrenchment and economic crises, there is a greater urgency for HR professionals to focus more attention on not only retaining this conglomerate work force, but also keeping them actively engaged. This paper focuses on the initiative taken by IT industries in Mysore towards employee engagement.

Keywords: Employee engagement, IT industry, Mysore

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After the 1990s, the development in the IT industry took place in Mysore city. The major impact on Mysore IT industry was done only after the establishment of Infosys in Mysore. In the Business Today, Mysore was ranked the fifth-best city in India in which to conduct business. For the industrial development of the city, the Karnataka Industrial Areas Development Board (KIADB) has established four industrial areas in and around Mysore, in the Belagola, Belawadi, Hebbal (Electronic City) and Hootagalli areas. Major industrial companies in Mysore include Bharat Earth Movers, J. K. Tyres, Wipro, Falcon Tyres, Larsen & Toubro, Theorem India, and Infosys.

Emergence of employee engagement

Employee engagement is derived from studies of morale or a group's willingness to accomplish organizational objectives which began in the 1920s. The value of morale to organizations was matured by US Army researchers during WW II to predict unity of effort and attitudinal battle-readiness before combat.

Thus the birth of the term "employee engagement" which is an individual emotional phenomenon whereas morale is a group emotional phenomenon of similar characteristics. The Gallup Organization conducted studies on employee engagement from the mid to late 1980s and published their results in a very popular book, "First, Break All the Rules" (Ferguson). Gallup's book arguably introduced the concept to the global market. The first published use of the term "employee engagement" was in the Academy of Management Journal article "Psychological Conditions of Personal Engagement and..."
Disengagement at Work" (W. Kahn, 1990), since the early 1990s other consulting firms and research organizations have followed suit doing research and created their own hypotheses concerning employee engagement

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

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

Malavika desai et al (2010) in the article. A study on employee engagement in two Indian Business. Finds that employee engagement is practiced more in the manufacturing organization when compared to the IT organizations. It was found that the degree of employee engagement was significantly high in the manufacturing organization as compared to that in IT firms. The main causes for a high engagement in the manufacturing sector were found to be as – the impression that the firm cares for and values the employees, free and frank communications with immediate supervisor, one's contributions towards organizational goals and freedom to participate in the decision making process.

Susan Abraham (2012) in her paper, Development of Employee Engagement Programme on the basis of Employee Satisfaction opinions today’s competitive world has posed many challenges to organizations in the form of diverse consumer demographics, complex strategies of competitors, workforce issues and many others. Sustaining in such a situation requires an organization to have committed and loyal employees. It is the engaged employees who ensures higher productivity in organizations. Hence, the trend is towards designing programmers to enhance the level of employee engagement.

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

Brand shuck et alia (2012) in the article, Employee engagement and leadership :exploring the convergence of two framework and implicational for leadership development in HRD ,It status that practical problems of using single style transactional or transformational leadership does not suit
changing employee engagement needs so the blend of both styles will suite different levels of employee in the cosmopolitan organizations

Types of Engagement

**Engaged**
Sustain the level of engagement in the long-term. Recognize and groups ability to influence and motivate others.

**Almost engaged**
They are highly employable, more open to offers from other firms than the engaged Group and would also have a deep impact on performance should they leave or otherwise slip into a lower level of engagement. These employees have the shortest distance to travel to reach full engagement.

**Honeymooners & Hamsters**
Are new to the organization or their role – and happy to be there. The “honeymoon” phase typically lasts 12 to 18 months during which satisfaction is high but people are still to find their stride and understand how to contribute fully to the organization’s goals.

**Hamsters**
Are more tenured individuals who may perceive themselves as contributing strongly, but are in effect “spinning their wheels” – going nowhere, contributing little to the success of the organization. Some may even be hiding out curled up in their cedar shavings (“retired in place”). They are very satisfied with their position and are less likely to leave.

**Crash & Burn**
Disillusioned and potentially exhausted, these employees are top producers but are growing bitter due to a lack of personal satisfaction. They are sometimes bitterly vocal that that senior management are making bad decisions or that colleagues are not pulling their weight. If left alone, they are likely to slip down the contribution scale to become disengaged – bringing down those around them. They may leave but are more likely to stop working hard.

**The Disengaged**
Most disengaged employees didn’t start out as bad apples, but they have become the most disconnected to organizational priorities and are not getting what they need from work. Mostly sceptical of any organizational initiative or communication, they are more likely to indulge in contagious negativity. If left alone, people in this group are likely to continue collecting a pay check but contribute minimally.

*Employee engagement equation in India report by Blessing white research and HR Anexi*
Consistent with other studies, BlessingWhite finds the Indian working population to be highly engaged – both engaged in helping organizations achieve their stated strategic goals and engaged in meeting their own personal objectives of interesting, meaningful and rewarding work. The level of engagement of Indian workers does vary from one industry to the next. Having said this, with the exception of the Government sector (which has relatively low engagement levels in all countries), there is no clear pattern of the types of industries where engagement levels are strongest. Some high-tech industries (like Pharma and Biotech) score low whereas some service focused industries (Retail, consumer products) score high.

Employee Engagement across the U.S. Workforce

Work force Engagement Levels by Industry Results involving engagement levels by industry include some surprises. The first is that heavy manufacturing has the highest percentage (19 percent) of fully engaged employees among industries with more than 125 respondents over the data-collection periods from September 2010 to March 2012. That is a 16 percentage point difference from the business services industry, where only 3 percent of employees are fully engaged — well below the national average of 10 percent. After heavy manufacturing, financial services are the next highest industry, with 16 percent of employees fully engaged. Retail trade and government are the next-lowest after business services, with 8 percent and 9 percent, respectively. The first graph below highlights the eight industry segments ranked in descending order by the percentage of fully engaged employees. The second graph highlights one of the
Engagement index items that mirror the engagement level rankings. The item is, “There is a promising future for me at my company/ organization.” Only financial services and heavy manufacturing are above or near 50 percent favorable, and four of the eight industry segments are below the national average of 39 percent.

**Objectives**

- To understand the impact of the employee engagement on Mysore IT.
- To know the employee engagement activities done in Mysore IT.
- To suggest some strategies.

The boomers and millennials are working together were the millennials are tech savvy and boomers are having the good skill set. Making them engage is a major challenge. In mysore many companies has taken the iniative to do employee engagement as a major task of H.R department. Some of the major IT company are in mysore taking up the employee engagement activities in a warm way to indulge in the company. The employee engagement activities has made the employee feel more and more confortable in the company. The cultural city is contributing to development of employee engagement.

The employee engagement has also hit mysore IT the major companies in the mysore are also taking up the orientation training and development program in that only they are trying to give the information on employee engagement activities.

The mysore IT companies are doing the employee engagement in the routine manner. Not much major initiatives are been taken in the companies to the development of employee engagement activities. So it need to take up major initiatives. The concept of the employee engagement is very new to the companies, more activities need to be done to get involved. Make the employee more involve in the activity planning committee.

**Findings**

- The employee engagement has not much penetrated in to the mysore IT field.
- The employee engagement is done as a minor activity.
- The all employee engagement activity and initiative are taken from the head office not much is done in other branches.
- The employee engagement has become as orientation, training activity.
**Suggestion**

- The companies need to take up more initiative for employee engagement purpose
- The 30,60,90, days programmes are done after that the results of the programme must be used properly
- The employee engagement results are measure only once in the year. By using the questionair then the results are not disclosed to the employees so they need to work on it.
- The employee engagement activities are sometime misunderstood by the employee like a game, week end party in the companies. So the companies need to make them understand.
- The companies’ need to develop a team which work on employee engagement and dose the research on it. Rather than outsourcing.
- The Excellent quality of Educational, manpower to the IT/ITES Industry is cheap, the connectivity between Silicon Capital Bangalore is good. So it helps the companies make their employee more engaged with the proper utilization of naturally available resource.
- Mysore is having Excellent climate and good living standards. Good number of research organizations/Institutes, cosmopolitan culture. So it make easy to the companies to do the utilize the resources from the city.
- With the good employee engagement activity the employee retention is possible so making such activity will make sure people from mysore do not move.

**Conclusion**

The initiatives taken for the employee engagement is only few and not much research, training and development has been on the area before implementing the employee engagement activities in the companies. The companies need to focus on it more because retention and engagement of generation Y is difficult. The employee engagement leads to the increase in productivity, retention, safety, less turnover. On the positive note we can say that in future the companies will be taking more initiative for employee engagement and contribute more.

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