1 INTRODUCTION

1.1 Overview
Highly engaged employees are more likely to put efforts in their assigned task, be creative and innovative in problem solving and offer initiatives for organizational improvements. In a recent Gallup study (2014), it is found that lack of engagement among employees or dis-engaged employees have risen the cost of transactions in the range of $450 billion and $550 billion annually. This additional cost can be attributed to reduced productivity, increased absenteeism, and increased turnover rate among disengaged employees.

Over the past decade, understanding the organizational determinants of work engagement has become the utmost concern to human resource managers, business leaders, and academic researchers because of the widely held belief that an engaged workforce improves business outcomes and reduces labor costs (Kahn, 1990; Saks, 2006; Schaufeli, Salanova, González-rromá, & Bakker, 2002). Work engagement has also drawn great interest of practitioners and academic researchers because it represents an important aspect of work behavior: the extent to which employees are energized and willing to give their maximum effort and focus to their job (Kahn, 1990).

It is evident that the role of employees is found to be critical in regards to innovation, organizational performance and competitiveness. As a result a stream of literature is dedicated to understand and explore the appropriate working conditions which can ensure employee engagement (Wollard & Shuck, 2011). Specifically, in industries
which are human capital intensive, the organizational performance heavily relies on employee initiatives and performance. Currently, organizations expect their employees to be initiators, creative, collaborative and team worker. Employees have to deliver as per the high quality standards and are supposed to be working for their own professional development by continuously acquiring and updating their skill sets. As a result, demands on employees to be engaged and dedicated to their work is increasing constantly.

One of the best ways for organizations to have a competitive advantage over others is to, physically, psychologically, and emotionally engage employees in their jobs (Harrad, 2006; Khan, 1990). A global survey of 1,000 communications and human resource (HR) professionals in the first quarter of the last decade, reported that about 74% of them focused more on matters that are related to engaging employees than on any other HR issues in their organizations (Melcrum Publishing, 2005). They reasoned that if employees are fully immersed in doing their jobs, they would have higher productivity and lower attrition rate. Gallup report (2014) "The State of the American Workplace: Employee Engagement Insights for U.S. Business Leaders", confirmed that disengaged employees have lower productivity, employees who are actively disengaged, combined with those employees who are not engaged, translates into 11% lost productivity across the US government. According to Gallup estimates, the absenteeism due to low engagement, costs U.S. companies approximately $1 billion per year. Similar results were shown in 2005 by Gallup (Rich, Crawford, 2010). Companies recorded a loss of more than US$ 334 billion, £ 37.2 billion, and S$ 4.9 billion annually in the U.S., U.K., and Singapore, respectively. Still, according to a recent Gallup India study-2014, in India only 9% employees are engaged with
their employers ("Employee engagement problems impact productivity of the workforce", 2014). In addition, according to a study by TimesJobs.com conducted in 2012 only 29 per cent organisations believed that its staff is highly engaged. In 2014 also, nearly 26 per cent employers believe that their workforce is highly engaged ("Talent engagement: A bigger challenge than attrition and recruitment", 2015). Considering the increasing significance of work engagement, the present study explores work engagement and its different consequences among IT professionals.

We have focused our study on IT professionals for the following reasons. First, IT professionals are strategic resources for the organizations in order to sustain their competitive advantage and enhance their business value. In recent years, demand of skilled IT professionals is continuously rising, considering the growth of Information Technology within organizations. Retaining satisfied IT professionals have emerged as a critical challenge for IT organizations. They also are believed to experience stressors such as uncertainty in job and career, work overload and economical factors such as recession. Other factors can be coping with the global software development environment, where IT professionals are required to be available in unusual working hours in accordance with the offshore teams. These stress factors lead to burnout (Moore, 2000), which could affect IT professionals’ level of engagement and thus influencing productivity.

Second, despite ample studies on burnout and work engagement in a few studies, there is small focuses on information technology professionals. Work engagement has not been studied much in the context of Information Technology professionals, thus
there is a need of the present study, which focuses on understanding outcome (positive or negative) on IT professionals.

Third, the findings can be beneficial for the organizations in understanding and managing the level of engagement and in turn individual productivity among IT professionals. Considering the rising expectations from IT professionals to cope in a constantly challenging work environment the need for the study is further highlighted. In studies IT professionals are found to be different from other professionals (Igbaria, 1991). A survey conducted by a recruitment company in the UK concluded that IT professionals are more at risk of burnout from being overworked than those employed in other professions (Hadfield, 2005). The reason for this might be the fact that IT professionals typically work longer hours than other professionals and are expected to involve in collaborative task completion.

Fourth, being information based organizations - their practices are more people centric. Work engagement in such organizations is more important than in traditional organizations. It often results in higher job crafting behavior compared to other industries. Also, it is fairly common in IT organizations for people to work higher number of hours compared to other industries, which is symptomatic of work family conflict and job/work leisure conflict.

Also, according to the annual report 2010-2011 of the National Association of Software and Services Companies (NASSCOM), IT services are responsible for 68 percent of the total revenue generated by Indian IT industry. Confederation of Indian Industry (2011) has also emphasized the impact of IT industry in India. The industry
has directly or indirectly employed more than 2.5 million people, making it one of the biggest job providers in India.

1.2 Background of the study

The Gallup Organization has spent decades researching engagement and its impact on employee performance. In a recent report (2014), the Gallup Organization in a study of over 100 million employed workers determined that there are three types of employees:

- *Engaged* employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward. (p. 21)

- *Not engaged* employees are essentially “checked out.” They’re sleepwalking through their workday, putting time – but not energy or passion – into their work. (p. 21)

- *Actively disengaged* employees aren’t just unhappy at work; they’re busy acting out their unhappiness. Every day, these workers undermine what their engaged co-workers accomplish. (p. 21)

The report highlighted the loss of productivity among disengaged employees due to reduced performance, increased absenteeism, and increased turnover rate. Results such as these have suggested the need of exploring work engagement from the perspective of employees to understand how work engagement results in different outcomes. The present study addresses the need for research in the aforesaid domain.
Work engagement is also believed to be linked to the performance of individuals and organizations. There are reports that work engagement is positively and significantly related to employees’ productivity, creativity, innovativeness, customer service, as well as to their in-role and extra-role behaviours (Saks, 2006; Demerouti et al., 2001; Ng & Tay, 2010). Work engagement studies have since expanded, as researchers across the globe attempt to establish country-specific antecedents and consequences of engagement to enable organizations in inducing engagement among its employees.

Work engagement also contributes in employee retainment, thus reducing hiring cost to organizations. The cost of hiring and training a new employee has been estimated to be 200 percent of his or her salary (Griffeth & Hom, 2001). In fact, retaining talent is now becoming more critical in a world where the organization’s human capabilities are increasingly the key source of competitive advantage (e.g., Pfeffer, 2005). Socioeconomic changes such as lack of skilled resource and decreasing organizational loyalty increases the challenge of turnover management (Cappelli, 2005; Ito & Brotheridge, 2005).

Work engagement is also found to be inducing positive sentiments such as happiness, enthusiasm, etc. which in turn are believed to be improving the performance (Bakker & Demerouti, 2008). Engaged employees are believed to possess emotional and work related resources to accomplish their assigned tasks with more efficiency and zeal. Employees’ performance, according to Borman and Motowidlo (1997), consists of their task or in-role behavior and their contextual or extra-role behavior. Work engagement affects both tasks related and social behavior of employees, which helps in creating a motivational environment for the employees to perform.
This study also contributes to the recent call for further research on work engagement for exploring work engagement as a phenomenon and explicating its antecedents and outcomes (featured in the special issue of European Journal of Work and Organizational Psychology, 2011). The present study explores the possible outcomes (Job crafting, innovativeness, work-family conflict and job leisure conflict) of work engagement which plays a crucial role in determining the work behavior of employees. The present study explores both positive and negative outcomes of work engagement and in a way it critically analyzes the significance and impact of the work engagement construct. The findings thus will provide important conclusions regarding the implementation strategies for work engagement.
1.3 Research objective
The present study is aimed to explore the related outcomes of work engagement. The research objectives of the study are listed below.

1. Exploring work engagement as a construct and based on the synthesis of the extant literature, define and discuss its multiple dimensions.

2. Work engagement, in the recent studies has been related to multiple work outcomes. In the present study, we extend the present literature by exploring outcomes which were not studied previously such as job crafting, innovativeness.

3. The present study also explores the possibility of some undesired outcomes. It proposes that dysfunctional outcomes can also affect engaged employees such as work-life conflicts (work-family conflict, job leisure conflict).

4. Exploring the effects of multiple constructs which might act as a moderator in the work engagement-outcomes relationship, such as perceived supervisory support and openness to experience.

1.4 Proposed contribution
The study tries to examine the relationship between work engagement and probable positive and negative outcome in information technology (IT) with the goal of better understanding of the strength of the relationships. The study will hopefully assist the IT companies, IT leadership in determining the most effective course of action to achieve and maintain the optimum level of engagement, productivity and innovativeness in IT professionals. To achieve this objective, it is important to examine critically the relationship between work engagement and potential outcomes.
among the information technology profession. This knowledge will help to assess the right level of engagement to maintain a proactive (job crafting) and innovativeness behavior and prevent multiple dysfunctional consequences in IT professionals which could result in reduced productivity. This dissertation work is a contribution towards understanding of the engagement’s impact on the workplace.

1.5 Organization of the Remainder of the Study

The study was organized into five progressive chapters that demonstrated why the study was performed, how it was performed, the results, conclusions and recommendations. Chapter 1 provided an introduction to the study, background of the study, the purpose of the study and states research objectives for the study. Chapter 2 provided the independent literature review of the work engagement, job crafting, innovativeness, work-family conflict and job leisure conflict and underlying theory for each variable. Chapter 3 discusses the rationale of proposed links between work engagement and its outcome, such as job crafting, innovativeness, work-family conflict and job leisure conflict. This chapter also highlights the potential moderator while discussing these relationships. Chapter 4 provided information on the quantitative methodology used for the study, including research design, sample, setting, instrumentation/measures, data collection process, pilot study. Chapter 5 provided the table and demography description of the participants, data analysis process, validity criteria, reliability criteria. Chapter 5 also included the hypotheses testing data analysis and concluded with the summary of the hypothesis testing. Chapter 6 concluded the study with an analysis of the findings, including research contribution, limitations, constraints, and recommendations for further study.