CHAPTER 5

RESULTS AND DISCUSSION
5. Results and Discussion

5.1 Findings:

The objectives set for this study were as follows:

1. To study the Employee Engagement Practices being followed in IT companies in Pune so as to identify the various Drivers that the EE practices are focusing upon.
2. To find out which of the identified drivers have a stronger effect on each of the identified Employee Engagement parameters, as compared to others.
3. To find out which of the identified drivers have a stronger effect on the Engagement of each of the three categories of IT employees viz. junior level, middle level and senior level, as compared to others.
4. To suggest how the IT companies should design and develop their Employee Engagement practices on the basis of 2 and 3 above.

The findings of the study with respect to the above objectives can be summarized as follows:

1) The basic nature of Employee Engagement practices followed across the various IT companies is quite similar. These practices aim at bringing about Employee Engagement by focusing on some particular Driver of Engagement. A brief note on these practices categorized as per the relevant Engagement Drivers that they focus on is given below:

- Importance to employee’s opinion: There are many practices targeting this driver. Nearly all IT companies have some or the other form of suggestion scheme. For example Infosys has a special type of suggestion scheme called ‘Straps Surround’ in which employees make online suggestions related to any aspect of their work or workplace. These ideas are voted by other employees, the idea receiving maximum votes is awarded and taken into consideration for action by the HR. Similarly Cognizant has an yearly survey to solicit ideas and suggestions from employees.

- Effective, Capable and Credible Leadership: The activities carried out to target this driver include, a daily or weekly column written by CEO on the company’s Intranet on company’s future plans, announcements etc, an online “ask the CEO mail box”, sharing of company’s growth and quarterly and yearly results with the employees.
• Regular and Specific Feedback: Apart from the routine appraisals, some companies have come up with an optional 360 degree feedback system in which the employees can take a feedback about their general performance from their seniors, juniors and peers.

• Teamwork: Team building games are organized by the HR twice a year or yearly in which employees from all levels across the organization participate. Outdoor project picnics and project parties also aim at this driver.

• Smooth and Open Communication: It has been found that IT companies are giving a great importance to ensure smooth, free and effective communication across the organization. The practices aiming at this include weekly blog related to serious business issues on which the employees are free to comment, Internal newsletter/magazine of the company.

• Role Clarity: To ensure that an employee gets a clear idea of any new role assigned to him, there is a concept of ‘role based training’ in most of the IT companies. For example Cognizant has a ‘first time lead’ programme in which employees who will be leading a team is given focused training on aspects like soft skills, interpersonal skills, leadership skills, motivational skills etc.

• Job Fit: There are ‘internal job postings’ in IT companies wherein if any employee feels that he is not in the right project, he can apply internally for a change in project or skill area. Moreover for a better job fit, it is essential to give opportunities to the employees to enhance their skills, so there are regular internal and external training opportunities given to the employees with the help of which the employees can either enrich themselves in the same skill or can move from one skill to another (e.g. C++ to SAP or JAVA).

• Relationship with coworkers: It is believed that people are more engaged to the organization if they like the people that they work with and have some close friends in the workplace. There are many practices in modern IT companies that provide a platform to the employees to interact and get to know each other better. These include indoor and outdoor games like chess, cricket, and badminton: fashion shows: dance classes; music classes; celebration of festivals etc.
• Relationship with immediate supervisors: In place of the earlier tradition of yearly appraisals, IT companies are now adopting the six monthly and quarterly appraisal system, which gives a better chance for interaction between the team and the immediate supervisor. Moreover all employees are free to discuss their work related or personal issues and problems with their supervisor to find a suitable solution.

• Progress, Growth Development: There are numerous opportunities given to employees to enhance their skills and abilities through a well-designed training calendar. It consists of compulsory as well as optional internal and external trainings and certifications. IT companies are also known to give adequate support to employees for gaining educational degrees and diplomas. This support comes in the form of sabbaticals and sponsorships. Employees are encouraged to blog and share knowledge and experience with others having similar skills.

• Manageable Workload and Stress Levels. To ensure that the stress levels are manageable almost all IT companies have the concepts of Flexi Timings. Most of the IT companies also give the facility of ‘work from home’ to its employees. IT companies prepare ‘utilization reports’ for every employee so that workload balancing can be done on that basis.

• Organization’s Reputation for social responsibility. It has been found that employees are more emotionally attached to the organizations which genuinely contribute to Corporate Social Responsibility. Most companies have internal clubs where employees volunteer to teach to underprivileged children, participate in drives to donate items. Companies like IBM and Cognizant have environment related messages displayed in its campus for example ‘SAVE WATER’ banners in washrooms etc. Infosys uses bicycle environment friendly vehicles, informally called ‘green vehicles’ for internal commuting in its campus.

• Confidence in Organization’s future: The facility of online real-time tracking of progress helps maintaining employee’s confidence in company’s future. Employees can view company progress against targets / goals. In many companies the CEO gives an online message after quarterly results and regarding the annual hikes.
• Organizations’ Reputation for customer support: To ensure transparency and accountability towards the clients many IT companies record in and out timings of the employees. This is because often the clients pay as per hours spent by the employees. There are also audits done by external agencies to ensure the quality of service provided to the client.

• Culture of Mutual respect - Most IT companies have an anti-harassment policy where any kind of disrespectful behavior can be reported and action can be initiated. No separate private cabins are provided to any senior manager. Even the VP could be sitting next to a junior level employee.

• Comfortable Physical Work Environment - Almost all IT companies score much higher than other industries in providing a comfortable and safe work environment to its employees. For example the seats of employees are ergonomically designed to ensure comfort during long hours of work on computers. Many companies have a beautiful lush green campus. There are rich and high class food courts serving a wide variety of food items. There are disaster management and emergency management teams in almost all IT companies. Many IT parks have appointed CISF commandos to prevent any kind of anti-social or terrorist attacks.

• Fair Treatment - Fair treatment in terms of age, gender, religion and caste goes a long way in ensuring employee’s positive attitude towards the company. It company’s appoint a reviewer who reviews the appraiser’s evaluation to ensure justice and fairness. There is a concept of providing same work environment like seating arrangement, canteen facility etc to all irrespective of job level. There is also an option to the employees to change the appraiser if there are any justified reasons for the same.

• Satisfactory Training - There is a concept of Knowledge Transfer (KT) by senior project members to the incumbents. Also by means of status calls and video conferencing the onsite team which is in direct touch with the clients provides continuous on job training to the offshore team. There is a knowledge repository for every project which helps project members including the new joiners in the project to understand the project requirements and start working quickly and avoid wastage of time and frustration.
• Fair and justified Payment—Most IT companies conduct a robust market survey to get pay structure idea. Occasionally a Market based correction, much more than usual hike is also done to ensure employee satisfaction. An important part of the remuneration is linked to individual’s performance.

• Promising future for self—Every employee is given clear cut promotion guidelines. There are special programs like ‘town hall meetings’ in which employees can interacts with the senior most leaders and ask questions about how to progress in their area, similarly the senior managers also share growth plans for the business unit which helps boosting the confidence level of the employees.

2. The drivers having relatively stronger effect on each parameter are as follows:

**Table No. 5.1- Employee Engagement Parameters and their respective significant Drivers**

<table>
<thead>
<tr>
<th>S.No</th>
<th>Parameters</th>
<th>Significant Drivers</th>
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| 1    | Energy, Involvement and Efficacy | • Relationship with Coworkers  
• Teamwork  
• Job Fit  
• Comfortable physical work environment  
• Smooth and Open Communication  
• Fair and Justified payment  
• Progress, Growth and Development |
| 2    | Willingness to Innovate     | • Relationship with Coworkers  
• Teamwork  
• Comfortable physical work environment  
• Relationship with immediate supervisor |
| 3    | Commitment to Business Success | • Relationship with Coworkers  
• Teamwork  
• Job Fit  
• Effective, Capable and Credible Leadership  
• Comfortable Physical work environment |
|   | Discretionary Effort and Commitment to the Job | Job fit  
|   |                                            | Smooth and Open Communication  
|   |                                            | Relationship with Coworkers  
|   |                                            | Teamwork  
|   |                                            | Fair Treatment  
|   | Sense of Meaningfulness and Active Participation | Effective, Capable and Credible Leadership  
|   |                                            | Promising future for self  
|   |                                            | Organization’s reputation for customer support  
|   |                                            | Regular and specific feedback  
|   |                                            | Role Clarity  
|   |                                            | Fair and Justified payment  
|   |                                            | Culture of mutual respect  
|   | Enjoyment                                 | Role Clarity  
|   |                                            | Manageable workload and Stress levels  
|   |                                            | Confidence in organization’s future  
|   |                                            | Relationship with immediate supervisor  
|   |                                            | Comfortable physical work environment  
|   | Emotional Attachment                      | Promising Future for self  
|   |                                            | Fair treatment  
|   |                                            | Regular and specific feedback  
|   |                                            | Effective, capable and credible Leadership  
|   |                                            | Comfortable physical work environment  
|   |                                            | Relationship with coworker  
|   |                                            | Confidence in Organization’s future  
|   | Passion and Profound connection with the organization | Comfortable Physical work environment  
|   |                                            | Promising Future for self  
|   |                                            | Fair Treatment  
|   |                                            | Confidence in Organization’s Future  
|   |                                            | Job Fit  
|   | Sense of Community/Teamwork               | Importance to Employee Opinion  
|   |                                            | Culture of Mutual respect  
|   |                                            | Confidence in Organization’s future  
|   |                                            | Smooth and open communication  
|   |                                            | Role Clarity  

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Positive attitude towards the company and Loyalty

Role Clarity
Promising future for self
Relationship with immediate supervisor
Effective, Capable and Credible Leadership
Comfortable physical work environment
Culture of mutual respect
Confidence in Organization’s future

2. The drivers having a relatively stronger effect on Engagement for the three categories of IT employees are as follows:

Table No. 5.2-Significant Employee Engagement drivers for the various categories of IT employees

<table>
<thead>
<tr>
<th>S.No</th>
<th>Category of Employees</th>
<th>Significant Drivers</th>
</tr>
</thead>
</table>
| 1    | Junior Level (less than 3 yrs exp.) | • Relationship with Coworkers  
• Effective, Capable and Credible Leadership  
• Role Clarity  
• Fair and Justified Payment  
• Fair Treatment  
• Teamwork  
• Relationship with Immediate Supervisor |
| 2    | Middle Level (3 to 6 yrs exp.)    | • Job Fit  
• Relationship with Immediate Supervisor  
• Fair Treatment  
• Relationship with Coworker  
• Promising Future for self |
| 3    | Senior Level (above 6 yrs exp)    | • Organization’s Reputation for Customer Support  
• Effective, Capable and Credible Leadership  
• Culture of Mutual Respect |

5.2 Utility of the Findings:
The last (4th) objective of the study was to suggest how IT companies should design and develop their Employee Engagement practices. Though Employee Engagement is an important concept for all IT companies, different IT companies attach varying degree of
importance to various parameters of Engagement depending upon the culture, overall company policy, company’s current position in the market, life stage of the company etc. For example, at a particular point of time, for company X, the Employee Engagement parameter ‘Willingness to Innovate’ may be more important while company Y may attach more importance to the ‘Emotional Attachment’. Accordingly on the basis of this study, the companies can divert their focus and resources towards those Employee Engagement Practices that are related to the respective significant drivers for that particular parameter/s. Similarly a company can also design and develop category wise Engagement practices by focusing on the significant drivers for each category of employees viz. Junior level, middle level and senior level.

This has been further elaborated as under:

1. Energy, Involvement and Efficacy: This is the first of the 10 parameters of Employee Engagement as identified by the researcher. Energy here refers to the vigor being put in by the employee in his or her assigned work. Involvement refers to the degree of inclusion or participation of the employee in his work. Efficacy means ability to produce an effect or to make things happen. These three terms are interrelated and interdependent in nature, which is why they have been clubbed together. For example an employee cannot be involved in his or her work until he or she has the ability to convert his potential energy into action.

The results from this study show that if an organization wishes to focus on this particular parameter of Employee Engagement, then it should design its Employee Engagement practices around the following drivers:

- **Relationship with Coworkers**: Relationship with coworkers is an important aspect of worklife of any individual. It helps keep the overall energy levels high and positive. It might also help in boosting the involvement level of employees because one needs to work in a team almost always. So if the inter relationships are healthy and strong, it brings in more positivity towards work. Co-workers spend ample amounts of time together, and sometimes develop personal relationships on top of their professional ones. This can be good for businesses because it can help companies create higher performance in the workplace. Thus, designing practices and activities that help
individuals work in closer proximities and share their interests and ideas can help boost the interrelationships. These could include things like games, competitions, celebrations of festivals and other events jointly organized by the employees.

- **Teamwork** - It refers to cooperative effort by members of a group or team to achieve a common goal. IT organizations are project based which are temporary structures. Projects last approximately up to 6 months to 5 years. Therefore to ensure good team spirit continuous efforts need to be made by the organization because employees find themselves working with a new team whenever projects change. A healthy team collaboration reduces anxiety levels and hence boosts up Energy and Efficacy.

- **Job Fit** - Job Fit refers to a match between aspirations and skills possessed by a person and the work allotted to him or her. A misfit will naturally make an individual low on energies, hence Involvement and Efficacy would be low as well. Therefore processes like skills forecasting, skill mapping etc need to be strengthened in IT organizations.

- **Comfortable Physical Work Environment** - This is a hygiene factor which if not present causes frustration. For these days IT companies are facing a space crunch therefore people are made to sit physically close to each other which is not comfortable. This may adversely affect concentration levels and hence involvement and efficacy.

- **Smooth and open Communication** - IT companies have a flat organization structure, with centralized and virtual support functions because of which employee tends to get confused. Hence correct form of communication is necessary for the employees to know about the touch points in the organization and about the current state of affairs, organizational changes etc. If an employee is not confident about the well-being or future of organization or does not know whom to approach to get things done, he is likely to lose focus on the tasks in hand.

- **Fair and justified payment** - In IT industry, job hopping is fairly common and salary is the number one reason for the same for a large section of IT employees (specially the mass at lower level and the middle level). Keeping the salaries competitive, rewarding the high performers with bonuses is a must to retain high skilled in demand professionals. If the payment is not just then employees start losing interest in the job.
and lot of time and focus is spent on job hunting. Otherwise also, just payment keeps the motivation levels high.

- **Progress, Growth and development**- As an IT professional gains experience, money is not the only factor that keeps them with an organization but opportunities to work on; advanced technologies, management roles; interpersonal development also keeps the energy levels high.

2. **Willingness to Innovate**: It refers to employee’s intention and desire to create something new related to their work. Workplace innovation can take many forms, including new business ideas, product development, and value addition to the client, process improvement, and continuous skills development and learning plans.

According to this study, if an organization wishes to focus on this particular parameter of Employee Engagement, then it should design its Employee Engagement practices around the following drivers:

- **Relationship with Coworkers**- When people have good interpersonal relationships in the workgroup their motivation levels is high and they are ready to go an extra mile for the organization.

- **Teamwork**- In a team employees can collaborate well together to pool the collective wisdom and knowledge which is essential for sustainable innovation.

- **Comfortable physical work environment**- It is again a hygiene factor which if not present can result in frustration in an individual. Comfortable seating, surroundings and ambience foster creative thinking.

- **Relationship with immediate supervisor**- For innovations to happen, manager or supervisor has to first understand the long term benefits of it, so that he lets his subordinates devote some extra time for being innovative and they are not too loaded with routine tasks on the job. Also the immediate supervisor can (during weekly/monthly meetings) sensitize the team members to look beyond their task at hand and encourage them to think out of box.

3. **Commitment to Business Success**- This parameter operationally means employees willingness and dedication to do his work in such a way that it adds some extra value to the organization. This first of all requires him to do his tasks in hand in an excellent
way. Then, he must also strive to extract more business from the company’s client other than what is already there in the contract.

According to this study, it shows that if an organization wishes to focus on this particular parameter of Employee Engagement, then it should design its Employee Engagement practices around the following drivers:

- **Relationship with Coworkers**: Primarily if the tasks done by the employees are done with sincerity, accuracy, and within timelines that ensures business success to a great extent. This happens when there are minimal conflicts, good understanding between the team members (with regards to their duties), and cooperation (in terms of backing up a team member).

- **Teamwork**: The success of any project is an outcome of the collective efforts put in by individual team members and the synergy created when the team working together. Since projects are of limited duration, though information systems are in place, often time does not permit the team to put all knowledge in the form of documents. With a team consisting of members of varying experience levels, there is a continuous need of transfer of knowledge from senior (skill-wise and with respect to time spent in the project) to junior team members. Documentation can give a kick start to a newcomer but faster ways to get knowledge are conducting Knowledge transfer sessions, handholding, on job transfer of knowledge. Hence teamwork plays an important role in equipping the team with the knowledge which enables them to perform their duties with high productivity and bring additional business value to the client they are working for, thus enabling business success for the organization they are working for.

- **Job Fit**: It is one of the main goals for the HR department of IT companies to put the right people on the right job. It is quite a challenge to match aspirations and skills with the job requirement. But the more wisely it is done the more direct savings company gets and also gets a dedicated workforce with high productivity which becomes an important parameter in determining organization’s success.

- **Effective, Capable and Credible Leadership**: Leadership is a strategic factor influencing business’s success in a big way. The decisions taken today have a long lasting effect. Hence it is necessary that selection of leaders is done in a professional
manner and the more meritorious the leadership is, the better it is for the organization. Strong leadership also instills confidence in stakeholders like employees, customer, suppliers, shareholders etc.

- **Comfortable Physical work environment**-It includes things like seating arrangements, lighting, ventilation, food courts, break rooms, crèches etc. Work in IT industry requires professionals to apply reasoning do analysis etc. Also the customer of the IT professionals are multinational organizations who insist on good working conditions for the labor. This makes it mandatory for the IT organizations to invest in work environment.

4. **Discretionary effort and Commitment to the Job**-This parameter refers to employee’s willingness to go above and beyond his normal routine in order to be thorough in his job. It includes things like staying in office beyond routine working hours, even when not formally required to do so and exploring ways by which the task in hand can become more meaningful for the organization.

For this parameter, the organization should focus on the following drivers as shown by this study:

- **Job fit**-Putting a person on a job for which he is not trained or has no experience (which is not very uncommon in Indian IT) ensures that he would not be able to perform his regular duties for considerable length of time. On the other hand if the fit is an exact one, the employee would have the bandwidth to put in discretionary effort from the start.

- **Smooth and Open Communication**-There should be clear incentives for additional effort and those should be advertised to the employees in a transparent and appealing manner. Also, the information about the rewards should be in open domain.

- **Relationship with Coworkers**-Peer pressure often drives employees to participate/contribute in CSR activities which otherwise does not catch the attention. Also bonhomie during the workplace propels IT professionals to work beyond their duties and given in extra effort at times of crisis.

- **Teamwork**- To rise above crisis situations, great coordination is needed where by a series of tasks need to be done at a rapid pace to douse the fire. Even of the
individuals are ready to work beyond office hrs in times of crisis, without coordination within the team the effort is bound to fail.

- **Fair Treatment**—Unless and until an employee perceives the treatment met out to him by his supervisor or organization as fair, he will not have the drive to go an extra mile and would just work as much required by his Job description.

5. **Sense of Meaningfulness and Active Participation**—This parameter refers to employee’s understanding about his company, its business, goals and objectives. If an employee knows well how his job relates to the company’s objectives, he develops a sense of importance and meaningfulness. This in turns boosts his self-esteem. Drivers having a stronger effect on this parameter are as follows:

- **Effective, Capable and Credible Leadership**—The communication from the top leadership about the company’s policies, results, CSR initiatives instill the perception in the employees that the work they are doing is worth, the company they are working for is socially responsible.

- **Promising future for self**—The prominent question which crops up in the minds of today’s IT professional before doing any task is WIFM (What’s informe). Hence it is important that supervisor relates the organizational initiatives/changes with the individual’s career aspirations.

- **Organization’s reputation for customer support**—If the reputation is already built in the market, the employee feels more confident in dealing with the organization’s clients as the initial anxiety is less.

- **Regular and specific feedback**—Though the organizations have annual or biannual appraisal cycles but often the supervisor has a disproportionate number of reportees or amount of tasks due to which he meets his reportee only during appraisal discussions. This leads to employee loosing track of the goals which he looks at only few days before appraisal. An extra effort is needed from the supervisor to apprise reportees of their goals and hence keep them actively participated.

- **Role Clarity**—Many a times it happens that in a team, a senior person works as a team member (as the complexity of the skill involved is high) and a junior may be a manager. In such situations, everyone must be clear about their roles else people may
get disillusioned. Otherwise also as IT employee dons various roles in his career a clear role understanding helps him to get adapted to a role quickly.

• **Fair and Justified payment**- Right payment lets employee focus on his work and he does not wastes in time in searching job portals.

• **Culture of mutual respect**- Employees come from various cultural backgrounds, geographies, castes, abilities and giving due respect to everyone’s uniqueness helps the team to get cohesive and everyone can contribute to the goals without feeling different. A culture of mutual respect enables a new joinee or a person on deputation to focus on his work.

6. **Enjoyment**- An engaged employee enjoys his work. He finds it easier to concentrate in his work and is less easily distracted.

To boost up this parameter of Employee Engagement, focusing on following drivers might be useful as per this study:

• **Role Clarity**- If the role is not clear then there is confusion, doubt and anxiety. Role clarity facilitates sense of achievement, enabling a person to thoroughly enjoy his job.

• **Manageable workload and Stress levels**- In IT, work often comes in bursts, where one month is full of deadlines while the other month is lull due to seasonal variation. Still the more uniform is the workload, happier an employee is, as it helps him to devote time to his personal life.

• **Confidence in organization’s future**- In the times of slowdown and cyclic recession, the more confident employees are about their organization’s future and their business model, the more relaxed they are.

• **Relationship with immediate supervisor**- People orientation of a supervisor helps in building rapport with the team members. It is observed that due to the erratic time requirements in IT, managers tend to counsel team members in the issues they face not only at official level but also at personal front. This reduces a lot of anxiety in an employee’s mind and he feels much happier while meeting the odd demands of the job.

• **Comfortable physical work environment**- As IT professionals frequently hop jobs they tend to do a comparison of the work environment provided by their previous
employer’s vis-à-vis their current employer. A good cubicle with temperature control, cafeterias, shops in the campus, company provided transport, ATMs etc. all are great conveniences.

7. **Emotional Attachment** - This is a very important Engagement parameter. People like to say they make rational decisions, but in reality, people are driven by emotions. An employee who is emotionally attached to his or her job would put in his heart and soul to his work. It is said that an attached employee works not only with his head and hands but with his heart. The significant drivers for this parameter are as follows:

- **Promising Future for self** - The companies chart out plans for progression for its employees encouraging them to take higher roles. Also, companies have programmes to study & join back the organization. Possibility of a bright future attaches an employee to the organization.

- **Fair treatment** - Onsite opportunities, appraisals, promotions, shift scheduling are some of the areas where the decisions are controversial. An organization with a culture of taking decisions related to employees irrespective of their caste, creed, sex etc and solely on performance commands respect and enhances the bonding of employees.

- **Regular and specific feedback** - Regular and specific feedback is often missing in IT organizations where supervisors mostly give feedback only at the time of appraisal. The few supervisors who give regular feedback, gives an opportunity to employee to improve their performance before they are evaluated. This instills a feeling of being treated fairly and it also helps them in continuously improve their skills.

- **Effective, capable and credible Leadership** - Apart from immediate supervisor, senior leadership of the organizations draft policies which need to be friendly to employees. The integrity displayed by the leaders, the growth they achieve at the top level helps in formation of a bond between employees and organization.

- **Comfortable physical work environment** - The key differentiating factors in the work environment like some organizations operating out of a huge campus with wide range of facilities but in outskirts while some operating from center of the city does help in building corporate citizenship.
• **Relationship with coworker** - The bulk of the employees in IT being in the 20-30 years range, interpersonal relationships influences their opinion about the company and working with college friends or individuals with good rapport makes them feel good about the organizations in general.

• **Confidence in Organization’s future** - In the era of recession and job uncertainty, an organization with good future potential will find stable employees. The perception of the employees about organization’s future needs to be optimistic.

8. **Passion and Profound connection with the organization** - Passion refers to ‘fire in the belly’ kind of attitude towards work. A passionate employee shows zeal and enthusiasm in all aspects of work. He feels deeply connected with the organization and feels himself as a contributor to business success or failure.

As per this study, if a company wishes to focus on this parameter, its Employee Engagement Practices should revolve around the following drivers:

• **Comfortable Physical work environment** - Unique facilities like swimming pool, Tennis courts, big food courts, crèche for kids, extensive transport service develops passion and deep and profound towards the organization.

• **Promising Future for self** - Future for self runs top of the mind in every employee due to the uncertain economic scenario, rising inflation etc. Hence if one’s future seems secured and bright it instills profound connection with the organization.

• **Fair Treatment** - Those employees who have a perception of routinely being biased against due to a different region, caste etc appreciate the fair treatment met out to them to a great degree.

• **Confidence in Organization’s Future** - Apart from seeing self-growth, organization’s future also should be perceived as bright by the employee so as to have a profound connection with the organization.

• **Job Fit** - An ambitious professional stays with an organization and is passionate about it when his aspirations gets matches with organizations and he gets timely upward movements. This can only happen if he gets the right roles at the right time suiting his skills, experience and knowledge and the skill areas where he wishes to move in future.
9. Sense of Community/Teamwork—This is believed to an important parameter of Employee Engagement since in today’s scenario employees rarely work individually, they generally work as a part of a team. According to this study, Sense of Community/Teamwork can be enhanced by the company by focusing on the following drivers:

- **Importance to Employee Opinion**—There are various employee suggestion and feedback programs run by organizations to seek employee opinion where they are encouraged to participate and confidentiality is maintained. These practices encourage the feeling that employees are nothing but a big team where they move with the senior leaders shoulder to shoulder to achieve the goals of the company.

- **Culture of Mutual respect**—When everyone in a team respects each other for their uniqueness, the flow of communication is smoother and the bonds develop easily.

- **Confidence in Organization’s future**—Nothing succeeds like success. In an organization where employees perceive the organization to be positioned well to grow in future, they see their career also booming and are with the organization contributing their bit, whereas if the future of organization is bleak, the employees tend to detach themselves with the team in order to explore possibilities outside the current organization.

- **Smooth and open communication**—There should be frequent communication from the top brass apprising employees of the performance of their unit/department or company as a whole. There are various mediums of communication like VOIP phones, messengers-mails, buzz requests, video conferencing, and separate rooms for discussion etc which enable smooth communication enabling employees to conduct face to face or virtual meetings leading to let them realize which team they are working for.

- **Role Clarity**—Knowing about the boundaries of individual’s role clearly; avoids unnecessary conflicts. This leads to harmony among the team.

10. **Positive attitude towards the company and Loyalty**—An engaged employee thinks well and also speaks well about his organization. He recommends his organization as a great place to work to his friends and relatives. He wishes to stay with the organization for a considerable time in future.
According to this study, this parameter can be improved by focusing on the following parameters:

- **Role Clarity**- Knowing about one’s role makes an employee feel that the tasks he is made to do are fair according to his expectations and the salary he is receiving and hence can foster a positive attitude towards the company.

- **Promising future for self**- Seeing bright future ahead is quite important for any employee to think well about a company.

- **Relationship with immediate supervisor**- Quite a few times the image an employee has about the organization he is working for is built due to the actions and behavior of his immediate supervisor. As a manager/ supervisor he is also the ambassador circulating the policy related information to his subordinates and hence the impression he creates has a profound impact on what attitude subordinates have about the company.

- **Effective, Capable and Credible Leadership**- The actions by the top leaders set an example for the juniors. The policies drafted and enacted upon by the leaders determine the organization culture and influences opinion of employees about the organization. During recession, some organizations look for cost cutting by cutting down extra expenses, restricting business class travel which is still better than layoffs. The same when communicated to employees, help in building loyalty towards organization.

- **Comfortable physical work environment**- Absence of comfortable environment may lead to employee grudge and a feeling that the company does not care about its employees.

- **Culture of mutual respect**- In IT organizations employees are called by first name irrespective of the level they are in, this and other practices reduces artificial barriers, allow everyone to approach any one for work, be innovative and everyone respects their colleagues for the uniqueness and the value they bring to work.

- **Confidence in Organization’s future**- This driver is foremost in determining the duration an employee stays with organization inspite of having multiple opportunities at hand. This is more relevant in recent times when some of the blue chip companies have gone bankrupt or struggling for profits.
Significant drivers for the three levels of employees are explained as under:

1. Junior Level (less than 3 yrs. exp.)

Junior level employees form the chunk of the employees in any sizable IT industry. With industry maturing and pricing becoming cut throat, projects consists of more and more freshers and lesser experienced team members. Hence it is vital for any organization to keep this group engaged with it.

If at any point of time, the organization wishes to focus on this particular category of employees, then as per this study, the Employee Engagement Practices should be designed around the following drivers:

- **Relationship with Coworkers** - This group comes fresh out of the college and have a strong tendency of having friends in their workgroup. They want to mingle with their colleagues, have group events and help each other in their work too.

- **Effective, Capable and Credible Leadership** - Being inexperienced they need micro level supervision as well as broad level guidance in order to decide the area they want to build their career. The policies need to be framed keeping in mind the interests of this large group.

- **Role Clarity** - The young professionals come to their first job with high expectations and often theory does not meet practice. Hence a clear description of their role sets the expectations right, reduces their anxiety and builds the initial momentum in them which helps them propel in their careers.

- **Fair and Justified Payment** - The new joinees come from various kinds of schools and colleges and are more open in discussing and comparing their compensation structure with their friends within and out of the organization. Hence the payment given to them should be competitive as per market trends.

- **Fair Treatment** - Being the youngest in the organization, they are ready to take risks in life, judging an organization for the first time. The treatment met out to an employee by a manager may frame a set perception of the organization. Hence, there should be policies to ensure there is no discrimination at work place and growth of an employee is determined solely by performance.
• **Teamwork**-Being less experienced this group tends to consult their peers more and use networking skills extensively. However in a new team, it is important for a supervisor to carry out team building exercises so that the new joinees form new associations and work together as a team.

Relationship with Immediate Supervisor-Working for their first or second job, this group is more critical of their supervisor (which senior employees more and less become seasoned of), also they face a lot of challenges like new place, staying away from parents etc., hence a supervisor who makes an effort to help his team members in the official issues and provides a guidance and personal issues (if its effecting work) then it can be very good for the morale of the teammembers

2. **Middle Level (3 to 6 yrs exp.)**
This group of employees have good amount of experience backing them, they are looking for stability but also have their career plans charted out and also would not settle for stability at the cost of growth.

Significant drivers for engaging this category of employees as shown by this study are:

• **Job Fit**-As an employee gains experience, he gets more serious about the kind of work he is doing and would start demanding for a job role which fits into the career plan he has crafted for himself. Hence the right kind of job fits help in engaging this group of employees.

• **Relationship with Immediate Supervisor**-This continues to play an important role where supervisor is more or less a friendly person and the level of management on them turns from micro to macro. The supervisor can guide this group and help them with the issues they face.

• **Fair Treatment**-With experience in hand they are most likely to hop jobs. Hence it is necessary that they are treated fairly in all respects and discrimination does not become a reason for them to accept a counter offer.

• **Relationship with Coworker**-With reducing job tenures, the need for social interaction within the office gets unfulfilled and if employees form good interpersonal relationships then they tend to enjoy the work. Going together for food in canteen,
celebrating birthdays etc are some activities which give a good feel about the work environment.

- **Promising Future for self**—With more offers in hand and a good amount of work life staring at them and with a taste of what the corporate life is all about, they are best placed for a serious planning and would like to stay or move to organizations where their goals can be achieved.

3. **Senior Level (above 6 yrs exp)**

This group includes those employees who are holding senior level positions and are expert in their skills. They look for stability, work enrichment, intellectual drive etc. If at any point of time, the organization wishes to focus on this particular category of employees, then as per this study, the Employee Engagement Practices should be designed around the following drivers:

- **Organization’s Reputation for Customer Support**—Being the face of the company for the customers and other stakeholders and at leading roles, the organization’s reputation makes their job easier and they carry a pride along with them when their organization is recognized when they face a stakeholder.

- **Effective, Capable and Credible Leadership**—The supervisors of this group are higher level managers who often place challenging goals on them which need to be realistic and the employees need to have the necessary support to achieve them. To retain this group, their supervisors need to have a concrete growth plan and offer realistic benefits.

- **Culture of Mutual Respect**—Mutual respect is most important for senior employees as they have already proved their credibility before and are leading a group of employees with diverse background. The culture they display is imbibed upon their subordinates.