



A STUDY ON EMPLOYEE ENGAGEMENT PRACTICES AND ITS IMPACT ON EMPLOYEE BEHAVIOUR AT DIGIPIN TECHNOLOGY

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Abstract

Every organization floor requires proper Employee Engagement whether small or large, it is crucial for determining the success of an organization. This study titled "A Study on Employee Engagement practices and its influence on Employee behaviour at DIGIPIN TECHNOLOGY, Chennai" attempts to study the expectations of employees regarding Work Engagement and how various Engagement Activities or efforts impact their behavior. It has been found that a majority of the employees working for the organization are engaged at both the emotional and cognitive levels. They value the power they have at work, Talent Encouragement, Recognition, and Self-Improvement programs administered by Internal and External Agencies.

However, the employees wish there were more opportunities to self-develop to further enhance engagement. Employees are also satisfied with being treated fairly and without discrimination, especially in regard to the given opportunities to utilize their potential and creativity by the HR. overall, employees have a positive perception about working at DIGIPIN which means with a few more enhancements to the already existing engagement practices, employee satisfaction could be improved substantially. It does, however, hold true that active and frequent interaction and solicited feedback from the employees who are braindrain are effortlessly critical to the effective retention of valuable talent and make refinement on retention strategies based on that feedback.

Keywords: *Employee Engagement, Talent Recognition, Self-development programs, Fair and Equal treatment, Retention strategies and Employee Feedback.*

Introduction

Engagement of employees is the emotional or intellectual connection an individual possesses towards their work, coworkers, and staff. Employees who display engagement show enthusiasm, alignment with organizational objectives, and their input is aimed at enhancing performance. Engagement differs from employee satisfaction in that it involves on a more profound level emotion that affects learning, productivity, retention, and many more factors. This research aims to study practices involving employee engagement at DIGIPIN Technology located in Chennai, and how those practices affect behavior on the employee's side. It uses Gallup's model describing three types of engagement: 'engaged', 'not engaged,' and 'actively disengaged'. The case study demonstrates that employees' engagement is shaped by, but not limited to, the elements of leadership, communication, recognition, empowerment, professional advancement, and many more. The study examines also other factors determining engagement such as ethical leadership, just treatment, career issues, and family-friendly policies. With these variables in mind, the case study seeks to answer the question on what lacking factors an organization needs to implement in order to have increased employee dis-engagement, and improve organizational effectiveness.



An engaged employee improves the performance of their respective teams. This highlights the importance of employee engagement on not only the individual alone, but the organization as a whole. When you have a group of engaged employees working together, the team automatically performs at its peak as well. Not only that, but employee morale can be really contagious. When team members are surrounded by self-motivated and hardworking colleagues, it is more likely that they too, will become engaged in their own work.

Engagement at one level leads to engagement at a higher level, and individual contribution enhances collective contribution. Increases in productivity -Employees who are more engaged in their work get the tasks done with greater ease and productivity. Why? Because they are personally committed to the job, and it is important to them; as is their performance. They are in full focus and have bought into the team, business goals, and the want to be held responsible for their work. All of this sums up to having greater productivity from the team. And better returns from business.

2. Need and Objective

Engagement and organizational performance Absenteeism, productivity, and profitability are all linked to employee engagement, and this connection further highlights the importance of motivation and satisfaction at work. While measuring engagement levels, even minimal surveys capture routine tasks and provide surface-level understanding regarding employee attitudes, which makes it difficult for employees to engage fully. Employee engagement is vital for any company's achievement because it shapes the actions and behaviors of all employees. It acts as a driver for the desired results. Hence, settlement for further measurement relying on data capturing the building depth of explanations towards why employees are not satisfied continues to be a necessity. It is imperative to identify reasons behind effective workforce development through research, particularly focusing on drivers. With the changing culture, leadership, and structure of an organization, employee behaviors are attitudinally bound to shift in the same direction. To address all gaps in the approach that would enable deeper understanding of employee engagement practices used by Digipin Technology, Chennai, and measuring them within the framework of performance outcomes. Disengagement is linked to lack of commitment; an issue that needs to be dealt with at a structural level Followers of a futile occupation are also likely to be sidelined inhabitants. In these circumstances people are believed to be strangled from themselves (Seeman,1972) Other Research Another resource of involvement (involvement and enthusiasm) has been connected to variables such as employee retention, customer satisfaction – loyalty, safety and productivity among participants, reduced levels and, to a lesser extent, profitability criteria (Harter, Schmidt & Hayes, 2002). The ability of an organisation to control its levels of engagement of staff is intrinsically linked to its sustainability to deliver high levels of performance and superior business performance. The benefits of Engaged employee's are Some of the Advantages of Engaged employees are. Committed employees will want to continue to work for the company.

Develop and protect the company and products and create business ROI. They will generally do better and will be focal. There is a strong correlation between employee engagement and profitability They have an emotional attachment with the company. It affects employee attitude towards the company's customers and it enhances customer satisfaction and service levels • It creates a passion, commitment and alignment with the company strategies and objectives It contributes to build a trust relationship between the company and its employees

The factors considered relevant (work environment, style of leadership, recognition, career development, and organizational culture) that may significantly influence and contribute towards other



Button Titles as potential sources of work-related stress and job satisfaction in a workplace. Within the organization. To investigate the extent of emotional and professional involvement employees have in their jobs and how it affects their overall job satisfaction and performance. To measure employee behaviors, attitudes, and responses towards the engagement activities your organisation has introduced, such as attendance, feedback, and perceived value. To offer some meaningful learnings and recommendations for developing the current employee engagement initiatives based on the study findings, and aiming at improving the effectiveness at work organizations.

3. Review of Literature

Employee engagement has been a focal point of company research for years, studies and researchers in different institutions has added contributions to the understanding of what employee engagement is, what drives it, and how it is related to performance.

The seminal work of William A. Kahn, 1990, has contributed to the current understanding of employee engagement by developing the psychological conditions of meaningfulness, safety, and availability. He similarly conceptualised engagement from the affective, cognitive and physical perspectives, which was later operationalized in the Utrecht Work Engagement Scale (UWES). Extending this work, Rich, Lepine and Crawford (2010).

James K. Harter, Frank L. Schmidt, and Theodore L. Hayes (2002) offered hard evidence connecting engagement to business results such as productivity and employee retention. Also, William H. Macey and Benjamin Schneider (2008) formulated a model to combine personality traits and emotional states with job performance behaviours, further confirming the link between engagement and organizational performance.

Trust, clear communication, and support from leadership are regularly cited as driving factors. In the Malaysian and Indian context, Andrew & Sofian (2012) and Anitha (2014).

Who also suggested an integrative approach between involvement and performance management systems, focusing on goal setting and feedback?

Research such as that of Dilys Robinson and her colleagues. (2004) and the CIPD Reports have highlighted the need for leadership communication and clarity of purpose and reward system to maintain engagement. Bailey et al. (2017) carried out a systematic review and established that organizational justice, meaningful work, and supportive leadership are the most robust predictors of engagement.

From an applied standpoint, the studies at The Arab American University (2010) and Priyanka Gupta (2010) noted that although many workers act out their jobs even in conditions of perceived injustice, such action cannot efficiently ensure long-term organizational loyalty or competitive advantage. True engagement, Gupta said, is a lot more than just job satisfaction; it's an emotional and intellectual connection to the company.

Jennifer Tydlaska (2010) related the implementation of corporate social responsibility (CSR) to employee engagement, and argued CSR as an agent of motivation, new skills and commitment. Dvina Sengupta (2011) examined the trend of changing HR standards of various sectors for the successful implication of flexible benefits and salary negotiation process within competitive sectors in order to



increase engagement.

There have been also sector-specific contributions to the literature. For instance, the COMSATS Institute's study (2012) looked at the banking sector in Pakistan and suggested that similar studies in other industries, with a view to critically explore the effect of moral justice on employee engagement, be conducted.

A.H. Sequeira (2012) concentrated on the software companies in India, analyzed the ways to motivate and engage the human resources at the junior and mid-levels.

In summary, the literature shows that employee engagement is driven by a variety of personal, organizational, and environmental variables. What are the recurring themes? The Traditions of Trust model features trust, meaningful work, quality leadership, communication, and supportive HR practices. Such findings serve as basis for the development and application of engagement strategies in various sectors and levels within the organization.

Rees, Alfes & Gatenby (2013) – Kingston Business School, UK They explored line managers and their engagement role. They discovered that worker voice, empowerment, and confidence in leadership are crucial in driving higher engagement levels. Linda Holbeche and Catherine Truss et al also studied engagement from a HRM framework. They emphasized the need for HR policies that are suited to the well-being of employees and strategic goals.

Bailey, Madden, Alfes, & Fletcher (2017) – University of Sussex & King's College London This team conducted a meta-analysis of more than 200 studies which found that impactful work, justice within the organisation, and supportive leadership are the most significant engagement predictors. They extended the JDR model and found that personal resources like self-efficacy, optimism, and resilience also predict employee engagement.

Shuck, Rocco, & Albornoz (2011) University of Louisville, USA Their study indicated that engagement is an essential element in generating a productive organizational culture, and is shaped by HRD practices and leadership communication. They concluded engagement leads to higher OCB, lower turnover intentions, and more job satisfaction. CIPD Reports (UK Chartered Institute of Personnel and Development) CIPD's annual reports continually show that companies with effective engagement strategies are worth significantly more than those who fall behind in employee retention, innovation, and, customer service.

The developed a comprehensive framework categorizing employee engagement into job-role engagement, organizational engagement, and work engagement, drawing from both academic and practitioner perspectives.

Research Methodology

The purpose of the paper is descriptive in nature to identify the practices of the employee engagement and its impact on the employee behavior at DIGIPIN technology, Chennai. Simple random sampling method was used to select a sample of 60 employees ensuring that each one had an equal chance of being chosen. The data was collected by a list of structured questionnaire which consists of close ended and likert scale which were used to measure the various level tails of perception as elements of communication, trust and job satisfaction. The reliability and clarity of the research instrument were tested by piloting it. Percent analysis was used for data presentation, whereas chi-square test was used



for comparison between variables, and Spearman's rank correlation analysis was used for correlation between ordinal data. Despite the contribution, the sample size is one limitation, and consideration of self-reported data, and focus on a single organization, which may affect the generalizability of the findings.

Types of Research

Descriptive Research: This Research is started with definite objectives so it reaches on the definite conclusions. The latter part of the Study attempts to characterize the relationships to one particular product of interest. It seeks to provide a systematic description of some situation, problem, community, institution, etc or give data on beliefs, attitudes, instantaneous happenings, etc.

Sampling

Sample is a portion of the population and has been selected using a method and procedure by the researcher. It is the selecting of enough of the units of the population for studying the sample, and after having the knowledge of its properties or characteristics all the properties or characteristics can be generalised from the sample empirically to the population units. Probability Sampling: Every unit of the population has a chance of becoming the sample unit. This probability varies from one method to another method of probability sampling.

The simplest (though not the pure-simple from a strictly pure perspective) kind of a random sampling is when one takes a statistical population and then considers a subset. Simple random sampling is expected to be an unbiased sample from a population Sampling design The sampling design covers the technique used to select items to be observed in a study. A plan for collecting data from a population is called a sample design.

This study was conducted with a sample size of 60 employees in DIGIPIN TECHNOLOGY, Chennai

Simple Percentage Method

Percent is a special type of ratio. Percentages are a method of comparing two or more data series. The degree gives a quantitative measure of the connection between them. Percentaged all items to a common baseline and hence comparable. Analysis Analysis was done in percentage and frequency and in pictorial form for the ease of comprehension.

percentage = $\frac{\text{Number of respondent} \times 100}{\text{Total number of respondent}}$

Chi-square analysis.

The Chi-square test is one of the simplest and most wickedly used non-parametric tests in statistical work. The quantity χ^2 describes the magnitude at the discrepancy between theory and observation. Chi-square test $\chi^2 = \sum \frac{(O - E)^2}{E}$ O = Observed Frequency E = Expected Frequency In general the expected frequency for any cell can be calculated from the following equation. $E = \frac{RT \times CT}{N}$ The calculated value of chi-square is compared with the table value of χ^2 given degrees of freedom of a certain specified level of significance. It at the stated level of the calculated value of χ^2 the difference between theory and observation is considered to be significant. Otherwise it is in significant.

Degree of Freedom

$df = (r-1)(c-1)$



Correlation

The Spearman's Correlation Coefficient is the non-parametric statistical measure used to study the strength of association between the two variables. $r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$ Here x and y are variables.

The type of data which are origin collected in its natural form are called primary data. The researcher tried to used the primary data were collected through questionnaire. Toll of research The research tools used in the study is the questionnaire. Well-structured questions are designed so that it is comprehensible and answerable by all parentheses.

Results and Discussion

Chi - Square test -1

Is there a statistically significant difference in the level of satisfaction with the employee engagement program between males and females

Null Hypothesis(H₀):

No a substantial relationship related to Sex and the satisfaction with the employee engagement program.

Alternative Hypothesis(H₁):

There are noticeable gender discrepancies in employee satisfaction according to gender. Gender satisfaction with involvement in employee engagement program

Crosstabulation

		Satisfaction with employee engagement program				Total	
		Agree	Neither agree nor disagree	Strongly disagree	Disagree		
gender	Male	Count	20	6	3	3	32
		Expected Count	18.65	5.85	4.8	2.65	32
Female		Count	15	5	6	2	28
		Expected Count	16.35	5.15	4.2	2.35	28
Total		Count	35	11	9	5	60
		Expected Count	35	11	9	5	60.0

Case Processing Summary

	Cases					
	Valid		Missing		Total	
	N	Percent	N	Percent	N	Percent
Gender*satisfaction with employee engagement program	60	100.0%	0	0.0%	60	100.0%



Chi-Square Tests

Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	12.191 ^a	9	.203
Likelihood Ratio	14.134	9	.118
Linear-by-Linear Association	4.039	1	.044
N of Valid Cases	60		

a. 11 cells (68.8%) have expected count less than 5. The minimum expected count is .08.

Chi-Square test Assising the Association between Gender and Satisfaction with employee engagement program The results of chi-square test shown that there is no significant relationship between gender and Satisfaction with employee engagement program ($\chi^2 = 3.941$, $df = 1$, $p = 0.268$). Therefore, the null hypothesis is retained.

Chi – Square - 2

Relationship between educational qualification and improve employee skill and job knowledge

E.Q E.S&JK	Strongly agree	Agree	Neither agree nor disagree	Disagree	Highly disagree	Total
Below HSC	6	7	2	1	1	17
Diploma	6	10	3	2	0	21
Graduate	5	4	1	0	0	10
Post graduate	7	3	1	1	0	12
Total	24	24	7	4	1	60

There was no relationship between educational qualification and improved employee skill and job knowledge.

Alternate hypothesis (H1):

Educational qualification and improve employee skill and job knowledge are significantly related



PARTICULARS	O	E	(O-E)	2)O-E/	(O-E) ² /E
R1C1	6	6.8	0.8-	0.64	0.09
R1C2	7	6.8	0.2	0.04	0.005
R1C3	2	1.98	0.02	0.004	0.002
R1C4	1	1.13	0.13-	0.01	0.008
R1C5	1	0.28	0.72	0.51	1.82
R2C1	6	8.4	2.4-	5.76	0.68
R2C2	10	8.4	1.6	2.56	0.30
R2C3	3	2.45	0.55	0.30	0.12
R2C4	2	1.4	0.6	0.36	0.25
R2C5	0	0.35	0.35-	0.12	0.34
R3C1	5	4	1	1	0.25
R3C2	4	4	0	0	0
R3C3	1	1.16	0.16-	0.02	0.01
R3C4	0	0.67	0.67-	0.44	0.65
R3C5	0	0.16	0.16-	0.02	0.12
R4C1	7	4.8	2.2	4.84	1.00
R4C2	3	4.8	1.8-	3.24	0.67
R4C3	1	1.4	0.4-	0.16	0.11
R4C4	1	0.8	0.2	0.04	0.05
R4C5	0	0.2	0.2-	0.04	0.2
Total					6.795

Chi- Square Test

Chi- square test = (O-E)*2/ E

O= Observed frequency

E= Expected frequency

E= RT*CT/N

RT= Row total CT=Column total

N= Total Number of respondents

Result

Calculated chi-square value = 6.795 Degree of freedom = (r-1) (c-1)

=(1-5) (1-4)

=(4) (3)

=12

Level of significant = 5%

Table value= 21.026

Result

As calculated value is less than tabular value. So we fail to reject the null hypothesis. There is no significant association of educational qualification with enhance employee knowledge and skill on the job.



Correlation analysis
Relationship between age and proper communication

Age	Below 25 years	years 30 – 25	years 35 – 30	years 40 – 35	Above 40 years
Number of respondents	15	18	10	10	7
Proper Communication	Strongly Agree	Agree	Neither agree nor disagree	Disagree	Highly Disagree
Number of respondents	5	40	10	2	3

X	Y	dx=X-A	dy=Y-B	dx ²	dy ²	Dxdy
15	5	3	7-	9	49	21-
18	40	6	28	36	784	168
10	10	2-	2-	4	4	4
10	2	2-	10-	4	100	20
7	3	5-	9-	25	81	45
		$\Sigma dx=0$	$\Sigma dy=0$	$\Sigma dx^2=78$	$\Sigma dy^2=1018$	$\Sigma dxdy=216$

Formula

$$r = \frac{n \Sigma dx dy - \Sigma dx \Sigma dy}{\sqrt{[n \Sigma dx^2 - (\Sigma dx)^2][n \Sigma dy^2 - (\Sigma dy)^2]}}$$

$$= \frac{2161408.94}{1018000}$$

$$= 0.1533$$

Result

Since the value is $r=0.1533$, there is a positive correlation between the age and proper Communication of the respondents in Digipin Technology

Suggestions

- Experienced people feel free to talk with superior compare with initially joined workers, so the organization needs to engage the initially joined workers
- Employees of this company feel there is improvement of superior and subordinate relationship. Employee’s can still more engaged in developing their skill and knowledge related to their work
- The frequency of conducting the Self development programs can be increased. By this the involvement level of employees can be enhanced
- The company shall focus on assigning challenging and new task to increase the employee engagement level
- Expanding the employees social support network by having friends, family colleagues and to hear employees problems and to offer a more objective perspective on situation

Conclusion

As per the above analysis and findings it can be concluded that most of the Employees of Digipin are engaged and they like their work as well as their Organization except for some Employees are not engaged and few are almost engaged these two can be turned into an engaged employee by their supervisors by their responsible planning. Employee’s attitude towards engagement practices appears to be favourable Team Employee Engagement is the term for employee communication. It is employees' attitude toward the organization and its values. It is increasing in popularity, application,



and relevance in the workplaces and the effects of its introduction are felt by Organisations in a variety of areas.

Employee Engagement: the Key to Your Brand's Success says that employee communication is the lifeblood of a business. Hence a company would appreciate and acknowledge employees as a single major source of competitive advantage (Reddy, 2005) more than anything else. Therefore employee learning, improvement, measurement and action We would hence conclude 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 endeavor.

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