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Employee Engagement and their Perception Towards Work Relationship in Software Industries in Chennai

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Abstract: Employee engagement and work relationship are very important factors involved in software industries in Chennai. As there is a wide level of competition among companies in software industries to retain the employees for a long term. The employees are having experience and as well as fresher's also compete in this sector wherein opportunity is given only to people who are specialized and taken special training for their job. Only then they are considered for jobs that are of good package. The significance and importance of software industry is analyzed by all sectors. Software industry is interrelated to work relationship. This paper discusses on the employee engagement and work relationship practices involved in software industries in Chennai.

Keywords: Employee engagement, Software, Work relationship, Job satisfaction.

INTRODUCTION

An apt understanding of engagement is an employee is engaged if he or she is willing to go above and beyond what would typically be expected in his or her role". What is to be emphasised is that the employee must walk that extra mile to put in his or her best performance. Engagement is generally associated with satisfaction. But they do not go together. A satisfied employee is not a productive worker so goes the saying. Not enough, a satisfied employee may be highly disengaged also. Satisfaction coupled with commitment, pride in association with the organisation, talk highly about the organisation as the best place to work, and eloquently speak about the products and services constitute engagement.

It should also be understood that all these perceptions need to be related to the organisation and to one's job. It is possible to feel engaged by the job but not by the organisation, in which case the employee may be making a significant contribution to the organisational performance, but is essentially a 'free agent' primed to move to green pastures. Alternatively, it is also possible to feel engaged by the organisation and not the job, in which case the employee only talks eloquently but does not perform equally. Satisfaction,

commitment, pride and advocacy in relation to both the job and the organisation constitute the essential elements of engagement.

Emotional attachment involves a strong emotional bond with the organisation. The employee personalises the job and the goals. Passion refers to the total commitment he or she breaths and talks only about the job and the company. Personal belief is the confidence that he or she matters for the success of the organisation. The employee strongly and willingly recommends his her organisation as the best place to work. Employee commitment refers to the time and effort spent on the job. Work relationships refer to the cordial and friendly inter- personal relationships one enjoys within the organisation.

OBJECTIVE OF THE STUDY:

1. To analyse employees gender and their response towards work relationship factors in software Industry.
2. To examine the experience level of respondents and their perception towards work relationship factors in software industry.
3. To determine the key factors involved in the working department of respondents and their perception towards work relationship factors of software Industry.

REVIEW OF LITERATURE

According to William H. Macey et al (2008) companies that get the conditions right will have accomplished something that competitors will find very difficult to imitate. It is easy to change price and product, it is another thing to create a state and behaviourally engaged workforce. It also defines the meaning of employee engagement is ambiguous among both academic researchers and among practitioners who use it in conversations with clients. It is shown that the term is used at different times to refer to psychological states, traits, and behaviors as well as their antecedents and outcomes. Drawing on diverse relevant literatures, we offer a series of propositions about (a) psychological state engagement; (b) behavioral engagement; and (c) trait engagement. In addition, we offer propositions regarding the effects of job attributes and leadership as main effects on state and behavioral engagement and as moderators of the relationships among the 3 facets of engagement. Thus it is concluded with thoughts about the measurement of the 3 facets of engagement and potential antecedents, especially measurement via employee surveys.

Tavakol Sharafi et al (2012) in his studies has shown that employees' family lives can affect their work outcomes. Also whether family-to-work conflict (FWC) experienced by the employee also affects the turnover intention of a co-worker. The employee's FWC has an effect on the co-worker's turnover intention through the crossover of positive and negative work attitudes. Using a sample of 154 co-worker dyads, we found that the employee FWC was positively related to co-worker turnover intention through the crossover of (reduced) work engagement. Results show that family matters at work, affecting employee. In addition, employee's job engagement was positively related to his (her) co-worker job engagement and it was negatively related co-worker turnover intention and employee's FWC was not positively related to co-worker turnover intention trough the crossover of (reduced) feelings of engagement. the relationship between family-to-work conflict and co-workers' turnover intention. The results of this study, Employee's FWC was negatively related to his (her) job engagement and employee's job engagement was positively related to his (her) co-worker job engagement. When the employee experienced FWC, their job engagement was reduced. They

have concluded that family-to-work effects do not only occur within individual employees, but these effects may also cross over and impact co-workers. According to this study, the crossover of job engagement between employees (employee and co-worker) is possible but there is no reason.

Employee engagement is a vast construct that touches almost all parts of human resource management facets according to Solomon Markos Kompas et al (2010). Research on engagement is still on its infancy, attempting to come up with more clear-cut and acceptable definition. If every part of human resources is not addressed in appropriate manner, employees fail to fully engage themselves in their job in the response to such kind of mismanagement. The construct employee engagement is built on the foundation of earlier concepts like job satisfaction, employee commitment and Organizational citizenship behavior. Though it is related to and encompasses these concepts, employee engagement is broader in scope. Employee engagement is stronger predictor of positive organizational performance clearly showing the two-way relationship between employer and employee compared to the three earlier constructs: job satisfaction, employee commitment and organizational citizenship behavior. Engaged employees are emotionally attached to their organization and highly involved in their job with a great enthusiasm for the success of their employer, going extra mile beyond the employment contractual agreement. Furthermore, much of the works related to “employee engagement” construct is attributed to survey houses and consultancies.

(G Ajay Kumar* and Dr. M. Srinivasa Reddy* 2016) have explained in their study regarding perception of employees in software companies towards various employee retention strategies. In their study, six employee retention strategies were identified as follows a) Management/Organisational Strategies, b) Orientation Strategies, c) Communication Effectiveness Strategies, d) Reward and Recognition Strategies, e) Employee Benefit Strategies and f) Employees Ideas and Suggestion Strategies. Employees have admitted their agreement level for employee retention strategies on a 5 point Likert scale. Higher the value higher the agreement level and vice-versa. And it is highlighted that employees’ agreement level is high for communication effective strategies among all the employee retention strategies. On segmenting employees based on their gender, the agreement level is high for communication effective strategies among all retention strategies for both male and female employees. It is observed and concluded that agreement level for employee retentions strategies is higher for female employees than male employees. However there is no significant difference between male and female employees’ level of agreement for employment retention strategies. The organizations can concentrate on Rewards & Recognition strategies in order to put a robust employee retention policy. Organization should give utmost importance for Employee orientation strategies since the employees would be adapted to Organization’s culture, environment & Technology by Training employees on Policies, Procedures, Projects etc. The organizations have to consider Employee ideas and suggestions by which innovation and competitive spirit amongst employees will be developed. It makes the employees feel belongingness towards the Organization which will aid in retaining employees.

METHODOLOGY

The respondents of the study are employees working in software industries in Chennai. In this study a sample of 417 respondents were selected through a structured questionnaire. In this research, we used probability sampling by using its category of convenience sampling. The reason behind selecting convenience

sampling was that because in this, the most easily accessible customers were chosen as subjects of research and it was the quickest, convenient and less expensive technique used. This research was based on primary and secondary sources.

ANALYSIS OF DATA

To test the null hypothesis, the T test, Anova and Duncan Multiple Range Test (DMRT) is applied and the results are shown in the below table.

RESEARCH DESIGN

It is a Descriptive Research design

Primary data: Personal Interaction and Questionnaire survey.

Secondary Data: Journals, Magazines and Web Search.

ANALYSIS AND INTERPRETATION

Mean difference between the gender of respondents and their perception towards work relationship factors in software Industry

The T test is used to assess the presence of mean variations between two groups. Normally, this test is applied to know the existence of the differences between the two groups' mean variation.

Null Hypothesis

H_{011} - "There is no mean difference between the gender of respondents and their perception towards work relationship factors of software industry".

To test the null hypothesis, The T test is applied and the results are shown in the following table:

Table 1
Mean difference between the gender of respondents
and their perception towards work relationship factors in software Industry

Factors	Male		Female		t	Sig. (2-tailed)
	Mean	Std. Deviation	Mean	Std. Deviation		
Relationship with Co-workers	3.15	.71373	2.82	.594	4.822	.000
Relationship with Superiors	3.42	.90614	2.73	.768	6.294	.000

Source: Computed Primary Data

Note: * denotes significant level at 5%

It is evident from the table, * since p value is less than 0.05, the null hypothesis is rejected at 5% level with regard to perception towards work relationship factors of software industry. Hence there is significant mean difference between gender of the respondents with regard to perception on work relationship of "Relationship with Co-workers" and "Relationship with Superiors".

The mean scores of Male respondents (3.15 & 3.32) and Female respondents (2.82 & 2.51) towards work relationship reveal that Male respondents are more satisfied by “Relationship with Co-workers” and “Relationship with Superiors” than Female respondents.

Mean differences between the Experiences level of respondents and their perception towards work relationship factors in software industry

The ANOVA is used to assess the presence of mean variations among different groups. Normally, this test is applied to know the existence of the differences between various groups’ mean variation (more than two groups).

Null Hypothesis

H₀₁₂ - “There is no mean difference between the experiences level of respondents and their perception towards work relationship factors of software industry”.

To test the null hypothesis, the F test is applied and the results are shown in the following table:

Table 2
Mean differences between the Experiences level of respondents and their perception towards work relationship factors in software industry

Factors	Below 2 Years	2 - 5 Years	Above 5 Years	F	Sig.
Relationship with Co-workers	2.76 ^a	2.99 ^a	3.48 ^b	38.891	.000
Relationship with Superiors	2.81 ^a	3.05 ^a	3.75 ^b	47.796	.000

Source: Computed Primary Data

Note: * denotes significant level at 5%

‘a’ denotes subset 1 , & ‘b’ denotes subset 2

It is evident from the table, * since p value is less than 0.05, the null hypothesis is rejected at 5% level with regard to perception towards work relationship factors of software industry. Hence there is significant mean difference between the Experiences level of the respondents with regard to perception on factors of “Relationship with Co-workers” and “Relationship with Superiors”.

Post-hoc test

Based on Duncan Multiple Range Test (DMRT), the three categories of Experiences level of respondents are classified into three subsets. Subset 1 is “Below 2 years and 2 - 5 years and Subset b is “above 5 years”. The mean scores of subset 2 is higher than the mean score of subset 1. Hence, it can be concluded that above 5 years experience respondents are more satisfied than the respondents who are having below 2 years and 2- 5 year experience by the factors of work relationship such as “Relationship with Co-workers” and “Relationship with Superiors”. It can be concluded that respondents who got more experiences are having / maintaining good relationship with their co-workers and superiors than the respondents of low experiences.

Table 3
Mean difference between the working department of respondents
and their perception towards work relationship factors of software Industry

Factors	Software Development		Software Testing		t	Sig. (2-tailed)
	Mean	Std. Deviation	Mean	Std. Deviation		
Relationship with Co-workers	2.66	.495	3.63	.509	19.03	.000
Relationship with Superiors	2.70	.635	3.82	.619	17.43	.000

Source: Computed Primary Data

To test the null hypothesis, The T test is applied and the results are shown in the following table.

The T test is used to assess the presence of mean variations between two groups. Normally, this test is applied to know the existence of the differences between the two groups' mean variation.

Null Hypothesis

H_{011} - "There is no mean difference between the working department of respondents and their perception towards work relationship factors in software industry".

It is evident from the table, * since p value is less than 0.05, the null hypothesis is rejected at 5% level with regard to perception towards work relationship factors in software industry. Hence there is significant mean difference between working department of the respondents with regard to their perception on factors of "Relationship with Co-workers" and "Relationship with Superiors".

The mean scores of Software Testing department respondents (3.63 & 3.82) and Software Development department respondents (2.66 & 2.70) reveal that Software Testing department respondents are more satisfied by the factors of work relationship such as "Relationship with Co-workers" and "Relationship with Superiors" than Software Development respondents.

CONCLUSION

Work relationship plays a vital role in employee engagement. Gender of the employees also shows that male employees are more related to their co workers in work place. Generally female employees are more reserved though they work with men. Employees who have good terms and understanding with their co workers are expected to be more productive in their job roles and responsibilities. Employees with more experience are considered to be more interactive with co workers and superiors. As they have a long term bonding to their work place. Employees in software testing department are considered to have good relationship with their co workers and superiors. It is evident that people in software testing department are engaged and they feel more encouraged to work.

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