



# A STUDY ON EMPLOYEE ENGAGEMENT IN IT SECTOR

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## ABSTRACT

Employee engagement is a crucial driver of organizational success, especially in the dynamic IT sector. This study explores the factors influencing engagement among IT professionals in Bangalore, focusing on elements such as recognition, transparent communication, career development, flexibility, and team culture. Findings reveal that engaged employees demonstrate higher productivity, emotional and cognitive investment, and are more committed to organizational goals. The research underscores the importance of HR strategies that empower employees, foster open dialogue, and support professional growth. A positive work environment built on respect, wellness, and continuous feedback significantly enhances workforce satisfaction and organizational performance. The study emphasizes that sustained employee engagement requires consistent efforts aligned with evolving workforce expectations.

**KEYWORDS:** Employee engagement, IT sector, organizational performance, workforce satisfaction, HR strategies

## INTRODUCTION

Employee engagement is a key factor in an organisation's success, influencing productivity, job performance, commitment, and customer satisfaction. To stay competitive, organisations are adopting new HR practices aimed at boosting engagement and overall performance. Since gaining traction in the 1990s, employee engagement has evolved into concepts like employee experience and satisfaction. Engaged employees are emotionally committed, willing to go beyond their duties, and respond well to support and recognition from management. According to Gallup (2013), organisations in the top quartile for engagement see 21% higher profitability and 17% greater productivity. Engaged employees foster a positive work culture that inspires others, creating a cycle of increased motivation. Effective engagement strategies include regular feedback, wellness programs, team building, and a sense of purpose, especially important to Millennials and Gen Z, who value meaningful work over traditional job security.

Employee engagement refers to the level of dedication, passion, and emotional connection an employee has toward their job and organization. It influences their well-being, productivity, and overall performance. More than job satisfaction, it involves believing in the work's value and being emotionally invested in the workplace and its culture.

## LITERATURE REVIEW

Employee engagement has emerged as a critical driver of organizational success, influencing innovation, productivity, and overall business performance. Steve Jobs famously stated, "The only way to do great work is to love what you do," emphasizing the importance of passion in professional roles. Research supports this perspective, showing that employees who are passionate about their work tend to exhibit higher levels of innovation and discretionary effort (Verma & Kulkarni, 2023).

Stephen R. Covey highlighted the importance of respect in organizational settings, asserting that employees should be treated as well as customers. This approach is echoed in findings by Singh and Narayanan (2024), who noted that respectful treatment of employees fosters greater loyalty and, in turn, leads to improved customer satisfaction.

Doug Conant's assertion, "To win in the marketplace you must first win in the workplace," underlines the link between internal engagement and external performance. A recent industry report revealed that organizations with highly engaged employees consistently report better revenue growth and enhanced market performance (Tech Insights Report, 2024).



Similarly, Ian Hutchinson stressed the value of prioritizing employees by stating, “Your number one customer are your people.” Chakraborty and Pillai (2023) confirmed that organizations focusing on employee well-being experience higher retention rates and greater client satisfaction, further reinforcing the business case for employee-first cultures.

These perspectives collectively highlight that fostering engagement through passion, respect, recognition, and care is not just beneficial for employees but also essential for sustainable organizational growth

## OBJECTIVES

The objectives of the study are

1. To Understand the concept of Employee Engagement.
2. To Understand the opinions of employees about employee engagement practices in IT sector.
3. To offer suggestions for better implementing of employee engagement.

## METHODOLOGY

This study uses a descriptive research design to Analyze employee engagement in the IT sector. Primary Data collected through a structured questionnaire, with 66 respondents working in IT professional in Bangalore. Secondary Data sourced from journals, articles, and industry reports

**Table 1: Feedback from supervisor/manager about performance**

feedback you're your supervisor/manager performance?		Frequency	Percent
Valid	Weekly	4	16
	Monthly	2	8
	Quarterly	4	16
	Rarely	15	60
	Total	25	100%

## INTERPRETATION

60% of employees feel feedback is infrequent. Only 8% get weekly feedback, showing a need for more regular communication.

**Table 2: Effectiveness of Communication Channels**

How effective the used in organization		Frequency	Percent
Valid	Very Effective	5	20
	Effective	13	52
	Neutral	6	24
	In effective	1	4
	Total	25	100%

## INTERPRETATION

Communication Channel Effectiveness (Summary) 52% of employees find communication channels neutral, meaning they work but need improvement. Only 20% find them very effective, showing a need to enhance tools or communication practices.

**Table 3: Team-Building activities**

How often do you participate in team-building activities or social events organized by your company		Frequency	Percent
Valid	Frequently	11	44
	Occasionally	12	48
	Rarely	2	0
	Never	0	8
	Total	25	100

## INTERPRETATION

Frequent team-building activities promote camaraderie, improve morale, and strengthen Employee connections. 48% (Red) Occasionally participate. 44% (Blue) Frequently participate. 8% (Orange) Rarely participate. 0% (Green) Never participate. A combined 90% of employees participate in team-building activities either



frequently or occasionally, indicating good engagement. However, the 10% who rarely or never participate could point to a lack of inclusivity or interest.

**Table 4: Decision making processes**

How involved are you in decision-making processes that affect your role		Frequency	Percent
<b>Valid</b>	Highly Involved	10	40
	Somewhat Involved	11	44
	Rarely Involved	3	12
	Not Involved at all	1	4
	<b>Total</b>	<b>25</b>	<b>100%</b>

#### INTERPRETATION

Most employees (84%) feel at least somewhat involved in decision-making, with 40% highly involved. However, 16% still feel excluded, indicating a need for greater inclusion.

**Table 5: Job Satisfaction**

Job satisfaction		Frequency	Percent
<b>Valid</b>	Significantly Improved	10	40
	Somewhat Improved	12	48
	No change	3	12
	Job Satisfaction	0	0
	<b>Total</b>	<b>25</b>	<b>100%</b>

#### INTERPRETATION

Employee engagement has boosted job satisfaction for 88% of employees, with 40% reporting significant improvement. However, 12% saw no change, highlighting the need for better engagement strategies.

**Table 6: Work life balance**

Do you believe employee engagement initiatives contribute to better work- life balance		Frequency	Percent
<b>Valid</b>	Strongly Agree	11	44
	Agree	12	48
	Neutral	1	4
	Disagree	1	4
	<b>Total</b>	<b>25</b>	<b>100%</b>

#### INTERPRETATION

Flexible policies and well-being programs are widely seen as enhancing work-life balance, with 92% agreeing or strongly agreeing. Only 4% remain neutral and none disagreed, showing strong overall support.

**Table 7: Productivity at work**

How has employee engagement affected your productivity at work		Frequency	Percent
<b>Valid</b>	<b>Greatly increased</b>	<b>7</b>	<b>28</b>
	<b>Slightly increased</b>	<b>13</b>	<b>52</b>
	<b>No change</b>	<b>5</b>	<b>20</b>
	<b>Decreased productivity</b>	<b>0</b>	<b>0</b>
	<b>Total</b>	<b>25</b>	<b>100%</b>

#### INTERPRETATION

80% of respondents report improved productivity—28% significantly and 52% slightly. Only 4% experienced a decline, showing overall positive impact.

**Table 8: Employee engagement influences your intention to stay with the organization**

Intention to stay with the organization long-term		Frequency	Percent
Valid	Strongly Influenced me to stay	6	24
	Somewhat influenced me to stay	16	64
	No influence on me decision	2	8
	Considering Leaving	1	4
	Total	25	100%

**INTERPRETATION**

Employee engagement through recognition and growth strongly impacts retention, with 64% saying it greatly influences them to stay. Only 8% report no influence, showing most value engagement.

**Table 9: Company culture**

How important is employee engagement for maintaining a positive company culture		Frequency	Percent
Valid	Extremely Important	6	24
	Very Important	15	60
	Somewhat Important	3	12
	Not important	1	4
	Total	25	100%

**INTERPRETATION**

Most employees (84%) believe engagement is crucial for a positive and innovative workplace culture. Only 4% see it as unimportant, showing strong overall agreement.

**Table 10: Roles, responsibilities, and goals clearly defined by your manager/supervisor**

Are your roles, responsibilities, and objectives clearly defined by your manager/supervisor		Frequency	Percent
Valid	Yes Always	8	32
	Yes, Most of the time	14	56
	Occasionally	3	12
	Not at all	0	0
	Total	25	100%

**Table 11: Work contributes to the overall goals of the organization:**

Do you understand how your work contributes to the overall goals of the organization		Frequency	Percent
Valid	1	1	4
	2	4	16
	3	3	12
	4	12	48
	5	5	20
	Total	25	100%

**INTERPRETATION**

Clear expectations are mostly provided, with 88% feeling supported in understanding their roles. No one feels completely unclear, showing effective communication overall.

**Table 12: Necessary tools, training, and resources for you to do your job effectively**

Does your organization provide the necessary tools, training, and resources for you to do your job effectively		Frequency	Percent
Valid	Yes Always	4	16
	Yes, Most of the time	13	52
	Occasionally	7	28
	Not at all	1	4
	Total	25	100%

**INTERPRETATION**

Nearly 70% of employees understand how their work aligns with organizational goals, boosting engagement. However, around 20% feel limited or disconnected, highlighting a need for clearer communication.

**Table 13: Work target**

How confident are you in your ability to meet your work targets		Frequency	Percent
Valid	1	0	0
	2	5	20
	3	2	8
	4	15	60
	5	3	12
	Total	25	100%

**INTERPRETATION**

Only 16% of employees always receive the tools and training needed, while 52% feel mostly equipped. However, 28% report only occasional support, suggesting room to strengthen engagement practices.

**Table 14: Projects or tasks**

How effectively do team members collaborate on projects or tasks		Frequency	Percent
Valid	Very Effectively	3	12
	Effectively	17	68
	Neutral	2	8
	In effectively	3	12
	Total	25	100%

**INTERPRETATION**

Engaged employees feel more confident and capable of achieving goals, as they are well-supported and motivated.

**Table 15: Collaboration to achieve company goals:**

Does your company encourage cross- departmental collaboration to achieve company goals		Frequency	Percent
Valid	Yes Always	6	24
	Yes Sometimes	15	60
	Rarely	4	16
	Not at all	0	0
	Total	25	100%

**INTERPRETATION**

Only 12% rate collaboration as very effective, while 68% find it just functional. With 12% seeing it as poor, improving collaboration could boost engagement and innovation.

**Table 16: Cognition or appreciation for your contributions:**

How often do you receive recognition or appreciation for your contributions	Frequency	Percent
<b>Valid</b>	1	0
	2	2
	3	8
	4	11
	5	4
	Total	25

**INTERPRETATION**

Only 24% feel cross-team collaboration is always encouraged, while 60% see occasional efforts. Though no one reports a total lack, 16% feel it's rarely promoted, suggesting improvement is needed.

**Table 17: Contributions are valued by your supervisors:**

Do you feel your contributions are valued by your supervisors and peers	Frequency	Percent
<b>Valid</b>	Strongly Agree	5
	Agree	14
	Neutral	6
	Disagree	0
	Total	25

**INTERPRETATION**

Around 76% of employees feel recognized often or moderately often, boosting loyalty and morale. However, 8% still feel underappreciated, indicating a need for more consistent recognition efforts.

**Table 18: Organization mission, vision, and values:**

How connected do you feel to your organization's mission, vision, and values	Frequency	Percent
<b>Valid</b>	Highly connected	8
	Somewhat connected	13
	Neutral	4
	Not connected at all	0
	Total	25

**INTERPRETATION**

Over 90% of employees report positive working relationships, showing strong support and communication. With no negative responses, this reflects a healthy and collaborative workplace culture.

**Table 19: positive working relationship with your team members and supervisors:**

Do you have a positive working relationship with your team members and supervisors	Frequency	Percent
<b>Valid</b>	Strongly agree	7
	Agree	15
	Neutral	3
	Disagree	0
	Total	25

**INTERPRETATION**

Over 91% of employees report positive or highly positive working relationships, reflecting strong communication and support. With no negative responses, the workplace culture appears healthy and collaborative.



## CONCLUSION

Employee engagement plays a pivotal role in enhancing an organization's efficiency and productivity. It involves creating empowering work environments through autonomy, competency mapping, and adequate rest, which boost motivation and ownership. Leadership must align company objectives with employees' skills and aspirations while ensuring continuous development and open communication. Encouraging professional growth through new assignments, cross-functional roles, and on-the-job learning promotes a sense of purpose and career advancement. A positive work culture that values diversity, flexibility, recognition, and wellness fosters deeper emotional commitment. Additionally, maintaining clarity in goals, investing in leadership development, offering coaching, and implementing fair appraisal systems strengthen employee trust and long-term engagement.

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