

A STUDY ON EMPLOYEE ENGAGEMENT PRACTICES OF KPO INDUSTRY

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ABSTRACT

The main aim of the study is to study the employee engagement practices in KPO industry and identify employee engagement practices in KPO industry among different demographic profile of employees. The study is conducted involving employee from KPO industry. The questionnaire was distributed to 385 sample respondents. After receiving responses from sample respondents each form was checked for filter the completed forms and reconnect the respondents for to receive response to incomplete forms over the phone call for saving time. Forms furnishing irrelevant information and suffering inconsistency in information was rejected. After carefully studying the sampling techniques available, non-probability judgmental sampling technique was decided to be put to use for data collection for the present study. The data required for the study was collected from both the primary and secondary sources. Primary data was collected to get first hand information about a topic and for the purpose of analyzing information. This study is an attempt to help KPO industry ensure that the specific parameters/category of employee that the KPO industry wishes to focus on at any point of time and the Employee Engagement strategies that it is investing in are in sync or not.

KEY WORDS: Employee engagement, KPO industry, Human resources and Employees

INTRODUCTION

Managing human resources has become very important for all organizations in today's scenario. Organizations are competing in the global market. They are experiencing difficulties and challenges in managing human resources. To survive in the competitive world, organizations need to focus on the strength of their employees to achieve competitive advantage. It has become a big challenge in finding the right candidate, training, and preparing them.

STATEMENT OF THE PROBLEM

As Employee engagement and well-being have become one of the key challenge/activity which need to be managed to achieve organization goal, there is need to map and measure these and also establish the link between these with organizational performance.

It is known fact that employee engagements are behaviourism of employee and his manners towards the work place environment. Employees who are engaged at greater levels have less intention to quit from the organisation. Now a day KPO industry are facing major problem in the context of retaining talented employees, because of the constant opportunities to move further in their profession. The KPO industry meet a massive damage when its skilled employees quit immediately and go for better opportunities, and the organisation has to spend unnecessarily towards recruiting new candidates. When the employees are wholly engaged in their job the company could be able to attain the importance of employee engagement.

OBJECTIVES OF THE STUDY

- 1) To study the employee engagement practices in KPO industry
- 2) To identify employee engagement practices in KPO industry among different demographic profile of employees

HYPOTHESES

The following hypotheses were framed for the study.

H₀: There is no significant difference in employee engagement practices in KPO industry among different gender group of employees

H₀: There is no significant difference in employee engagement practices in KPO industry among different age group of employees

METHODOLOGY

The study is conducted involving employee from KPO industry. The questionnaire was distributed to 385 sample respondents. After receiving responses from sample respondents each form was checked for filter the completed forms and reconnect the respondents for to receive response to incomplete forms over the phone call for saving time. Forms furnishing irrelevant information and suffering inconsistency in information was rejected. After carefully studying the sampling techniques available, non-probability judgmental sampling technique was decided to be put to use for data collection for the present study. The data required for the study was collected from both the primary and secondary sources. Primary data was collected to get first hand information about a topic and for the purpose of analyzing information.

ANALYSIS AND INTERPRETATION

EMPLOYEE ENGAGEMENT PRACTICES IN KPO INDUSTRY

This section exhibits the employee engagement practices in KPO industry namely organization prioritize people above process and product, organization has programs focused on improving the level of employee engagement, organization conducts survey every year to measure the level of employee engagement in the organization, employee engagement is an ongoing exercise in the organization, organization encourages positive change and new ways of doing things, organization trains us absolutely from the basics rather than assuming that we will figure it out, organization solicits feedbacks from all areas and in all directions and fringe benefits in organizations motivates to perform better. The following null hypothesis (H_0) is framed to test the employee engagement practices in KPO industry.

H_0 : There is no significant difference in employee engagement practices in KPO industry.

The result of the one sample t-test is explained in Table 1.

Table 1

One sample t-test :Employee engagement Practices in KPO industry

Employee engagement Practices	Test Value = 3							Effect Size Cohen's d	Rank
	N	Mean	Mean Difference	SD	t Value	df	p Value		
My organization prioritize people above process and product	385	5.13	0.79	1.73	8.108	384	0.000**	0.58	VII
My organization has programs focused on improving the level of employee engagement	385	5.42	0.95	1.52	9.849	384	0.00**	0.60	V
My organization conducts survey every year to measure the level of employee engagement in the organization	385	5.41	0.85	1.76862	10.024	384	0.000**	0.59	VI
Employee engagement is an ongoing exercise in our	385	5.49	0.84	1.50	11.876	384	0.000**	0.61	IV

organization									
My organization encourages positive change and new ways of doing things	385	5.50	0.81	1.65	6.146	384	0.000**	0.64	III
My organization trains us absolutely from the basics rather than assuming that we will figure it out	385	5.51	0.84	1.55	9.594	384	0.000**	0.69	II
My organization solicits feedbacks from all areas and in all directions	385	5.54	0.94	1.57	8.006	384	0.000**	0.72	I
Fringe benefits in my organizations motivates me to perform better	385	5.01	0.74	1.62	10.322	384	0.000**	0.55	VIII

Source: Primary Data

**** Significant at 0.05 level of confidence**

Table 1 highlights that based on the value of Cohen's d (0.72), it is found that the organization solicits feedbacks from all areas and in all directions is the most important employee engagement practices in KPO industry and it ranks first with the mean score of 5.54 and organization trains us absolutely from the basics rather than assuming that we will figure it out is the next important employee engagement practices in KPO industry based on the value of Cohen's d (0.69) and it ranks second with the mean score of 5.51, organization encourages positive change and new ways of doing things ranks third with the mean score of 5.50 and Cohen's d value is (0.64) and it is the third important employee engagement practices in KPO industry, employee engagement is an ongoing exercise in our organization is the fourth important employee engagement practices in KPO industry with the mean score of 5.49 and it is based on the value of Cohen's d (0.61), organization has programs focused on improving the level of employee engagement is the fifth important employee engagement practices in KPO industry with the mean score of 5.42 and it is based on the value of Cohen's d (0.60). Table further reveals that based on the value of Cohen's d (0.59), it is found that organization conducts survey every year to measure the level of employee engagement in the organization is the sixth important employee engagement practices in KPO industry and it ranks sixth with the mean score of 5.41 and organization prioritize people above process and product is the seventh important employee engagement practices in KPO industry and it ranks seventh with the mean score of 5.13 and Cohen's d value is (0.58).

Table further describes that fringe benefits in organizations motivates to perform better is the last important employee engagement practices in KPO industry with the mean score of 5.01 and it is based on the value of Cohen's d (0.55).

The proposed null hypothesis (H_0) was tested by one sample t-test. The significant level of confidence was fixed at 0.05. Using this significance level, it is possible to reach a decision with regard to whether to reject or retain the proposed null hypothesis. The decision made, based on this p-value is presented in Table 2.

Table 2
Null Hypothesis (H_0) Test Summary

Null Hypothesis	Test	Dimension	p-value	Decision
There is no significant difference in employee engagement practices in KPO industry	One-Sample t-test	My organization prioritize people above process and product	0.000**	Rejected
		My organization has programs focused on improving the level of employee engagement	0.000**	Rejected
		My organization conducts survey every year to measure the level of employee engagement in the organization	0.000**	Rejected
		Employee engagement is an ongoing exercise in our organization	0.000**	Rejected
		My organization encourages positive change and new ways of doing things	0.000**	Rejected
		My organization trains us absolutely from the basics rather than assuming that we will figure it out	0.000**	Rejected
		My organization solicits feedbacks from all areas and in all directions	0.000**	Rejected
		Fringe benefits in my organizations motivates me to perform better	0.000**	Rejected

**Significant at 0.05 level

Table 2 reveals that the null hypothesis (H_0) is rejected at the 5 per cent level of significance with regard to the employee engagement practices in KPO industry namely organization prioritize people above process and product, organization has programs focused

on improving the level of employee engagement, organization conducts survey every year to measure the level of employee engagement in the organization, employee engagement is an ongoing exercise in the organization, organization encourages positive change and new ways of doing things, organization trains us absolutely from the basics rather than assuming that we will figure it out, organization solicits feedbacks from all areas and in all directions and fringe benefits in organizations motivates to perform better due to the p-value are less than 0.05.

Employee engagement practices in KPO industry among different gender group of sample respondents

In order to reveal the significant difference among the different gender group of sample respondents regarding the employee engagement practices in KPO industry on the nine statements, data were collected and the ‘t’ test has been administered. The mean score on each statement obtained was calculated separately. The result of “t” statistics is presented in Table 3.

Table 3

‘t’ test for Significant difference among gender group of sample respondents with respect to Employee engagement practices in KPO industry

Employee engagement practices	Gender group (Mean Score)		t Statistics	p Value
	Male	Female		
My organization prioritize people above process and product	4.9957	5.3600	2.017	0.044
My organization has programs focused on improving the level of employee engagement	5.3021	5.6200	2.003	0.046
My organization conducts survey every year to measure the level of employee engagement in the organization	5.2468	5.6667	2.284	0.023
Employee engagement is an ongoing exercise in our organization	5.4170	5.5676	1.590	0.113
My organization encourages positive change and new ways of doing things	5.3277	5.7733	2.593	0.010
My organization trains us absolutely from the basics rather than assuming that we will figure it out	5.5234	5.5000	0.144	0.886
My organization solicits feedbacks from all areas and in all directions	5.3064	5.6733	2.245	0.025
Fringe benefits in my organizations motivates me to perform better	4.8468	5.2667	2.482	0.014

Source: Primary data

*-Significant at five per cent level

Table 3 clearly shows that the important employee engagement practices in KPO industry among the male sample respondents were organization trains us absolutely from the basics rather than assuming that we will figure it out and employee engagement is an ongoing exercise in our organization since the respective high mean scores were 5.5234 and 5.4170 respectively. Among the “Female sample respondents” the important employee engagement practices in KPO industry were organization encourages positive change and new ways of doing things and organization solicits feedbacks from all areas and in all directions since the respective mean scores were 5.7733 and 5.6733 respectively. A significant difference among the gender group of sample respondents were identified regarding the employee engagement practices in KPO industry on its various aspects especially organization prioritize people above process and product, organization has programs focused on improving the level of employee engagement, organization conducts survey every year to measure the level of employee engagement in the organization, organization encourages positive change and new ways of doing things, organization solicits feedbacks from all areas and in all directions and fringe benefits in organizations motivates to perform better, since the respective “t” statistics were significant at 5 per cent level. However the aspects like “Employee engagement is an ongoing exercise in our organization and organization trains us absolutely from the basics rather than assuming that we will figure it out” was found to be not significant.

Employee engagement practices in KPO industry among different age group of sample respondents

In order to reveal the significant difference in employee engagement practices in KPO industry among the different age group of sample respondents, data were collected and the ‘ANOVA’ test has been administered. The mean score on each statement obtained was calculated separately. The result of “F” statistics is presented in Table 4.

Table 4
‘ANOVA’ test for Significant difference among different age group of sample respondents with respect to employee engagement practices in KPO industry

Employee engagement practices	Age Group (Mean Score)					F Statistics	p Value
	Below 25 years	26 – 30 years	31 – 35 years	36-40 years	Above 40 years		
My organization prioritize people above process and	4.2000	5.3217	4.9000	5.5909	5.1377	4.6333	0.00

product							
My organization has programs focused on improving the level of employee engagement	5.6025	5.5804	5.0077	5.6982	6.4260	4.7440	0.001
My organization conducts survey every year to measure the level of employee engagement in the organization	5.0258	5.5385	5.3154	5.3636	6.7100	1.379	0.241
Employee engagement is an ongoing exercise in our organization	4.6000	5.6291	5.3385	5.7273	6.7143	4.035	0.003
My organization encourages positive change and new ways of doing things	5.8000	5.8531	4.0125	5.6818	6.8178	7.626	0.000
My organization trains us absolutely from the basics rather than assuming that we will figure it out	5.6000	5.6434	5.2923	5.5455	6.5143	1.863	0.116
My organization solicits feedbacks from all areas and in all directions	5.0000	5.6014	5.1769	5.6364	6.4494	3.067	0.017
Fringe benefits in my organizations motivates me to perform better	4.2000	5.5175	4.4923	5.0405	6.7104	10.412	0.000

Source: Primary data

*-Significant at five per cent level

Table 4 shows that the important employee engagement practices in KPO industry among the sample respondents who are in the age group of below 25 years were organization encourages positive change and new ways of doing things and organization has programs focused on improving the level of employee engagement since the respective high mean scores were 5.8000 and 5.6025 respectively. Among the “Sample respondents who are in the age group between 26-30 years” the important employee engagement practices in KPO industry were organization encourages positive change and new ways of doing things and organization trains us absolutely from the basics rather than assuming that we will figure it out since the respective mean scores were 5.8531 and 5.6434 respectively. Among the “Sample respondents who are in the age group of 31-35 years”, the important employee engagement practices in KPO industry were employee engagement is an ongoing exercise in our organization and organization conducts survey every year to measure the level of employee engagement in the organization since the respective means scores were 5.3385 and 5.3154. Among the “Sample respondents who are in the age group between 36-40 years” the important employee engagement practices in KPO industry were organization has programs

focused on improving the level of employee engagement and organization has programs focused on improving the level of employee engagement since the respective mean scores were 5.7273 and 5.6982 respectively.

Among the “Sample respondents who are in the age group of above 40 years” the important employee engagement practices in KPO industry were organization encourages positive change and new ways of doing things and employee engagement is an ongoing exercise in our organization since the respective mean scores were 6.8178 and 6.7143 respectively.

A significant difference among the different age group of sample respondents were identified regarding the employee engagement practices in KPO industry on its various aspects especially ‘Organization prioritize people above process and product, organization has programs focused on improving the level of employee engagement, employee engagement is an ongoing exercise in our organization, organization encourages positive change and new ways of doing things, organization solicits feedbacks from all areas and in all directions and fringe benefits in my organizations motivates me to perform better’ since the respective “F” statistics were significant at 5 per cent level. However the aspects like “Organization conducts survey every year to measure the level of employee engagement in the organization and organization trains us absolutely from the basics rather than assuming that we will figure it out” was found to be not significant.

SUGGESTIONS

- ✓ It is clear that as the experience and responsibility increases, the level of employee engagement decreases. There is need to change this perception of employees and attitude of management. If the employees experience increases should the level of engagement get reduced?
- ✓ The company has to take measures to improve the levels of engagement to married employees because when married employees are given better opportunities, they may not leave the organization when compared to employees who are single.

CONCLUSION

Since employee engagement has gained much importance in the recent years; the KPO industry are spending a substantial amount of their time, effort and resources in those practices which are assumed to improve employee engagement. In such a scenario, it becomes important to do a reality check as to whether the practices are yielding the right results or not. This study is an attempt to help KPO industry ensure that the specific

parameters/category of employee that the KPO industry wishes to focus on at any point of time and the Employee Engagement strategies that it is investing in are in sync or not.

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