

“EMPLOYEE ENGAGEMENT IN HCL-BSERVE - WITH SPECIAL REFERENCE TO CHENNAI”

HABEEBUR RAHMAN. T¹ & SHAZIA ANJUM²

¹Assistant Professor of Commerce and Management, HKBK Degree College, Bangalore, India

²HOD, Department of Commerce and Management, HKBK Degree College-Bangalore, India

ABSTRACT

Employee engagement is a broad term used by Human Resources of an organisation to actualize employee's performance and their commitment to the vision of the organisation. An engaged employee is aware of organisation context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The organization must work to develop and foster engagement, which requires a two-way relationship between employer and employee.' Thus Employee engagement is a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement. Here in this context the researcher making a study on employee engagement in HCL-BSERVE, one of the leading companies in India and International.

KEYWORDS: Employee Engagement, HRM, HCL

INTRODUCTION

HCL is a leading global Technology and IT Enterprise with annual revenues of US\$ 4.9 billion. The HCL Enterprise comprises two companies listed in India, HCL Technologies and HCL Info systems. The 4 decade old enterprise, founded in 1976, is one of India's original IT garage start ups. Its range of offerings span R&D and Technology Services, Enterprise and Applications Consulting, Remote Infrastructure Management, BPO services, IT Hardware, Systems Integration and Distribution of Technology and Telecom products in India. The HCL team comprises 55,000 professionals of diverse nationalities, operating across 18 countries including 360 points of presence in India. HCL has global partnerships with several leading Fortune 1000, including several IT and Technology majors. Along with the swiftly growing software technology industry, HCL, which was hitherto known as the pioneer in modern computing made the advent into software development. HCL's R&D was spun off as HCL Technologies in 1997 to mark their advent into the software services arena. Today, HCL sells more PCs in India than any other brand, runs Northern Ireland's largest BPO operation, and manages the network for Asia's largest stock exchange network apart from designing zero visibility landing systems to land the world's most popular airplane. And this it does across 18 countries and across 360 service locations in India.

The engaged employee is an important asset for each and every organization in all over the world. So every organization is bound to facilitate employee engagement program in terms of opportunity to move up the organization ladder, give the authority to the employer and employee to use their ability to create the condition that promote employee engagement and treat the employees as the loyal employees. HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the work experience and how they treated in the organization. It has a lot to do

with emotions which are fundamentally related to drive bottom line success in a company. There will be some people who never give their best efforts no matter how hard HR and line managers try to engage them. Engagement is important for managers to cultivate given that disengagement is central to the problem of workers' lack of commitment and motivation. Meaningless work is often associated with apathy and detachment from ones works. So employee engagement programs have to be introduced in the organization.

REVIEW OF LITERATURE

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Most frequently Employee engagement is the combination of unique attributes contained by the employees in shape of developing emotional relations with the cerebral commitment to the organization. It is the amounts of optional endeavor demonstrated by employees in a particular profession (Frank et al 2004). (Saks, 2006) states that it is a approach for employees to pay back through their level of engagement to their organization

Britt, Adler, and Bartone (2001) found that engagement in meaningful work can lead to perceived benefits from the work. Other research using a different measure of engagement (i.e. involvement and enthusiasm) has linked it to such variables as employee turnover, customer satisfaction–loyalty, safety, and to some degree, productivity and profitability criteria (Harter, Schmidt, & Hayes 2002).

HR practitioners believe that the engagement challenge has a lot to do with how employee feels about the about work experience and how he or she is treated in the organization. It has a lot to do with emotions which are fundamentally related to drive bottom line success in a company. There will always be people who never give their best efforts no matter how hard HR and line managers try to engage them. "But for the most part employees want to commit to companies because doing so satisfies a powerful and a basic need in connect with and contribute to something significant".

Objectives of The Study

- To assess the commitment of the employees in an organisation.
- To assess the goodwill of the company has been set with the expectation of the employees.
- To determine whether the employees are updating themselves with the developments of the organization in their field.
- To evaluate employees perception that the organization enables the employee to perform well

Limitations of the Study

- There may be ambiguity in responses and hence there could be bias in findings.
- The presence of element of bias may also be due to non-response.
- The results obtained are based on the views shared by the employees.
- For some question the employees were not enough receptive for the researcher to end up with accurate results needed by the company.
- Some respondents are guided to answer the questionnaire as they found certain difficulties in answering on their own.
- The study restricted to 100 employees due to time and cost constrains

Research Methodology

The present research paper is an empirical one. The survey for the present research is conducted through primary data with the help of a questionnaire surveyed to employees of HCL BSERVE-CHENNAI. The sample taken for the study consisted of 100.

Tools Used

- Karl Pearson’s Correlation test and 2) Chi-Square Test.

Karl Pearson’s Correlation Test

Table 1: Comparative Analysis of the Employees’ Agreement Level That the Management Guidance Helps Them to Reach Their Goal and Their Experience in This Organization

X	Y	XY	X ²	Y ²
24	14	374	626	226
47	46	2071	2115	2024
12	36	456	168	1225
12	4	32	122	10
5	2	10	25	3
100	100	2943	3056	3488

Result

There exists high degree of relationship between the employees’ agreement level that the management guidance helps them to reach their goal and their experience in this organization.

Table 2: The Opinion of the Employees about their Superiors’ Regular Interaction with them

Opinion	No. of Response	Percentage
Yes	94	94
No	6	6
Can’t say	0	0
Total	100	100

Inference: The above table shows that 94% of the employees are having the opinion that their top level management interact regularly with them about the job roles and responsibilities and only 6% of the employees deny the same. It is inferred that maximum no. of employees agree that their superiors interact regularly with them about the job roles and responsibilities. The above analysis is shown in the following figure.

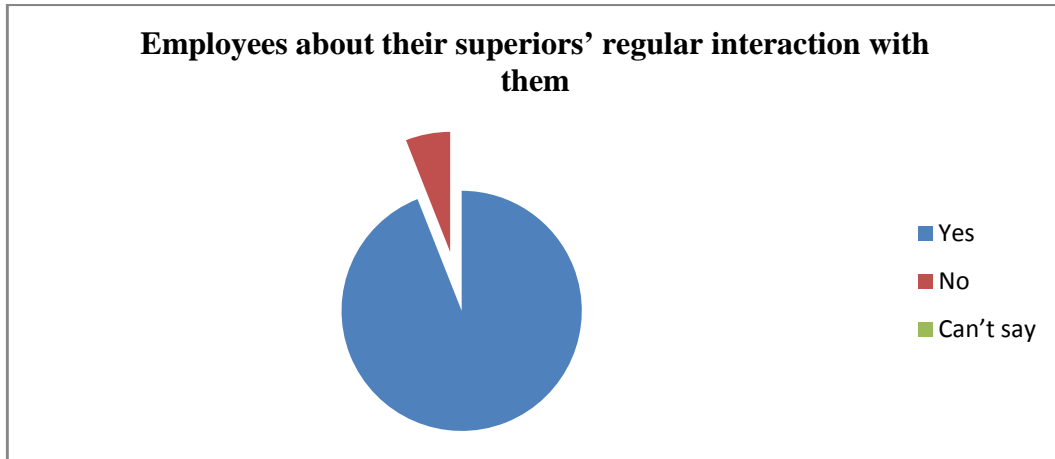


Figure 1

CHI-SQUARE TEST IS CONDUCTED TO EXTENT THE RELATIONSHIP BETWEEN “THE EXPERIENCE AND LEVEL OF SATISFACTION”

Hypothesis

Table 3: There is no Significant Relationship between Experience and Level of Satisfaction

O	E	O-E	(O-E) ²	(O-E) ² /E
8	11.50	-2.5	6.25	0.5434
12	9.00	2	4.00	0.4444
5	4.50	0.5	0.25	0.0555
12	9.66	2.34	5.4736	0.5668
6	7.56	-1.56	2.4336	0.3219
3	3.78	-0.78	0.6084	0.1609
2	1.54	0.16	0.0256	0.0139
1	1.44	-0.44	0.1936	0.1344
1	0.72	0.44	0.0784	0.1088
	TOTAL			2.35

Degree of freedom= -4
 Calculated value= -2.35
 Table value= -9.48

Interference

Since the calculated value is less than the table value. So the null hypothesis is accepted. Hence there is no significant relationship between experience and level of satisfaction.

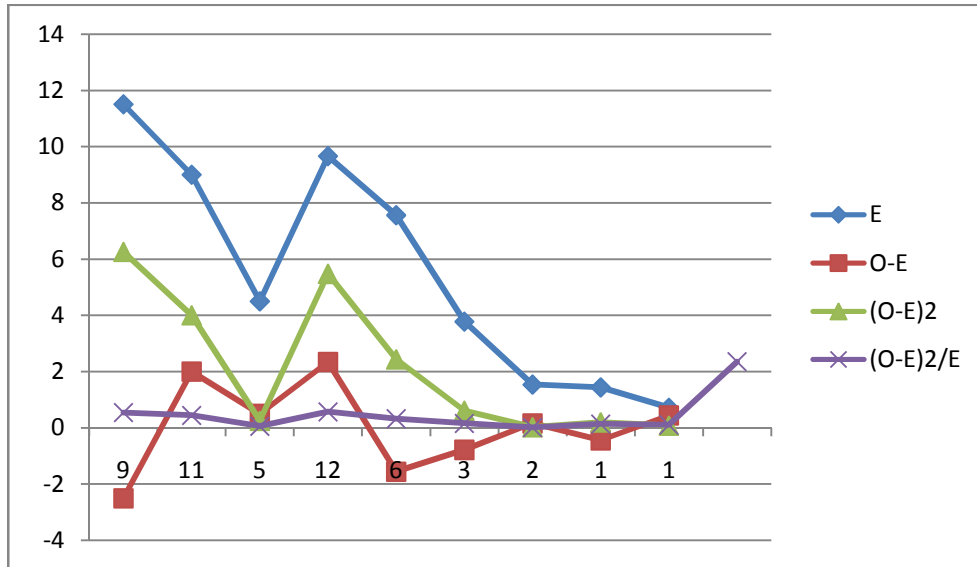


Figure 2: Chi-Square Test -Relationship between “The Experience and Level of Satisfaction of the Employees Findings

From the analysis the suggestion and opinion of the employees at HCL-BSERVE are as follows. From the employer response it is seen that there is a very good awareness cultivates among the employees about the sense of belongingness and make them do work with full of commitment

- It is found that majority of the employees agree that their skills and abilities are fully utilized in the organization
- It is found that the management guidance help employees to reach their objectives.
- Superiors interact with employee about the job roles and responsibilities.
- Only half of the employees career goals are satisfied and role in decision making as well and below 50% of the employees only saying their ideas are accepted in the organization
- Employees agree that the employee engagement helps to develop the effectiveness of the concern
- Maximum number of employees accepts that their individual performance influences the overall development of the organization.
- Maximum numbers of employees accept that they are helping their coworkers in doing their work effectively and efficiently.
- It is interpolated that majority of the employees saying that they have the opportunities at work to learn and grow and they get the information that they need to do to perform their job effectively.

Suggestions

HCL-BSERVE has well mandatory programs for all human resource development and to promote the human resource to its highly productive level, but they need to still focus on the employee engagement programs

- The company has to ensure that the employees are fully utilized their skills and abilities towards accomplishing the objectives.
- Management guidance is to be provided the areas like total quality product cleanness and the plant cleanness and through that superior interaction has to ensure to its great extend.
- It is advisable that encourage the employees ideas, allow them to participate in decision making and open the door

of the organization's ladder to move up

- Employee engagement program should be adopted in the organization
- It is prudent that appreciate individual performance of the employees.
- Give the awareness to the employees about to help their colleagues and sense of belongingness by the management.
- Try to make the employees more productive and attentive towards the scheduled work process and work process.

CONCLUSIONS

From the above study it is being shown that company is providing all the welfare measures, training program and development program which is encouraging the employee engagement and commitment but still company has to focus on employee engagement programs to make engaged employees who are main assets of the organisation.. They are normally peculiar about their company and their place in it. They perform at systematically high levels. They want to use their skills and strengths at work every day. Engagement is important for managers to domesticate the motivated employees. In HCL-BSERVE it is being obtained that the management guidance and the superior subordinate relation foster the robustness of the employee engagement.

REFERENCES

1. Snell and Bohlander ,Human Resource Management ,India Edition
2. P. Subba Rao 'Personnel Human Resource Management',Himalaya Publications.
3. Gary Dessler, Human Resource Management, seventh edition.
4. Michael W. Moore, Absenteeism in the Workplace, Second edition, Oct 22, 2001.
5. Arif Sheikh and Kaneez fathima, 'Retail Management', Himalaya Publications.
6. K. Ashwathappa, Human Resource Management ,6th edition, Tata McGraw Hill Education Private Limited.
7. Martocchio and Jimeno (2003) Employee absenteeism as an affective event.
8. Nisam (2010), "Ways to Reduce Employee Absenteeism with special reference to United Electrical Industries Ltd. Kollam" pp53-54.
9. Hone, A., (1968) "High absenteeism and high commitment", economic and Political Weekly, 3(21), pp 31-32.