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Smart Workplaces in Bengaluru: Driving Employee Engagement with Cutting-Edge Tech

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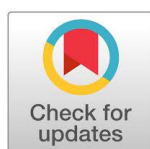
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Abstract: Employee engagement is one of the strategic approaches to identifying the right talent based on five components of Person-Environment, fit- Person-Organization (P-O), Person- Job (P-J), Person-Person (P-P), Person-Group (P-G), and Person-Vocational (P-V). Person-to-organization fit explains the fitness of an employee to adapt to an organizational environment while Person-Job fit explains the employee's competency for task performance. Person-Person job fit explains interpersonal and intrapersonal communication and Person-Group explains team effectiveness, and P-V explains the vocational qualities for performing a task. As the organization environment changed in the post-CoVID era with the adoption of digital technology in functional areas, IT industries function more on virtual platforms. This paper analyses the effect of agility of IT industries in bringing out new solutions for technology adaption in other sectors and in IT industries as well. There is a drastic change in employee engagement in digital platforms. The respondents of this research are IT employees in Bangalore and the sample size is 385. The research shows that employees expect high digital skills and problem-solving capabilities as prominent requisites.

Keywords IT industries, Problem-solving, Digital Skill, Person-Environment, Training.

Introduction

Employee engagement is a wide area where vision, Opportunity, Incentive, Impact, Community, Communication, and Experimentation are the core concepts. When employee experiments with a commitment to the organizational work a number of positive outcomes occur (Storey, Ulrich, & M, 208). Most organizations today feel that the emotional bond of the employee with the organization is more important for organizational development. A satisfied employee is not the 'Best' employee but an employee who is loyal, engaged, and productive is the 'Best suitable' for the organization   (V.Prabhakar & Reddy, 2016). Machines and humans perform an equal amount of work and the difference is inferred by different people in different scenarios. Multigenerational workforce, digital disruptions, and currently, CoVID-19 are continuously changing the way that we do business to live our lives (KUMAR, 2021). In today's world employees are been engaged in organizations with various tools of encouragement like incentives as a result, it addresses concerns about the lack of agreement on what engagement is and how issues surrounding it can be addressed. (Kular, Gatenby, Rees, Soane, & Truss, 2008). Managers this day agree that the generation demands more efficiency and productivity for making the employees engaged with the organization (Markos & Sridevi, 2010). Employee engagement encompasses a broad array of elements including vision, opportunity, incentive, impact, community, communication, and experimentation. When employees are committed to experimenting within their organizational roles, numerous positive outcomes ensue (Storey, Ulrich, & Wright, 2019). In the contemporary business environment, many organizations recognize that fostering an emotional bond between employees and the organization is paramount for development. It's not merely satisfaction that defines the best employees, but rather loyalty, engagement, and productivity that render them ideally suited to contribute to organizational success (Prabhakar & Reddy, 2016).

The evolving nature of work, influenced by a multigenerational workforce, digital disruptions, and significant events such as the COVID-19 pandemic, continuously transforms business operations and lifestyles (Kumar, 2021). Engagement strategies now incorporate various tools of encouragement, such as incentives, to address concerns regarding the lack of consensus on the definition and handling of

engagement (Kular, Gatenby, Rees, Soane, & Truss, 2008). Modern managers acknowledge that the current generation demands higher efficiency and productivity, necessitating innovative engagement strategies to keep employees connected to their organizations (Markos & Sridevi, 2010).

Employee engagement, therefore, is not just a human resources initiative but a comprehensive approach to improving organizational performance. Engaged employees are more likely to exhibit higher levels of job satisfaction, commitment, and productivity, which in turn drive the overall success of the organization. As such, the focus on fostering a strong emotional bond and providing opportunities for growth and experimentation is essential in today's dynamic work environment.

Industry Analysis:

Industry: Banking

Type: Service

Attributes: Employee centered, Technology-based

Focus: Intellectual solutions – Innovation and creativity based

Product life cycle: Short, medium & long
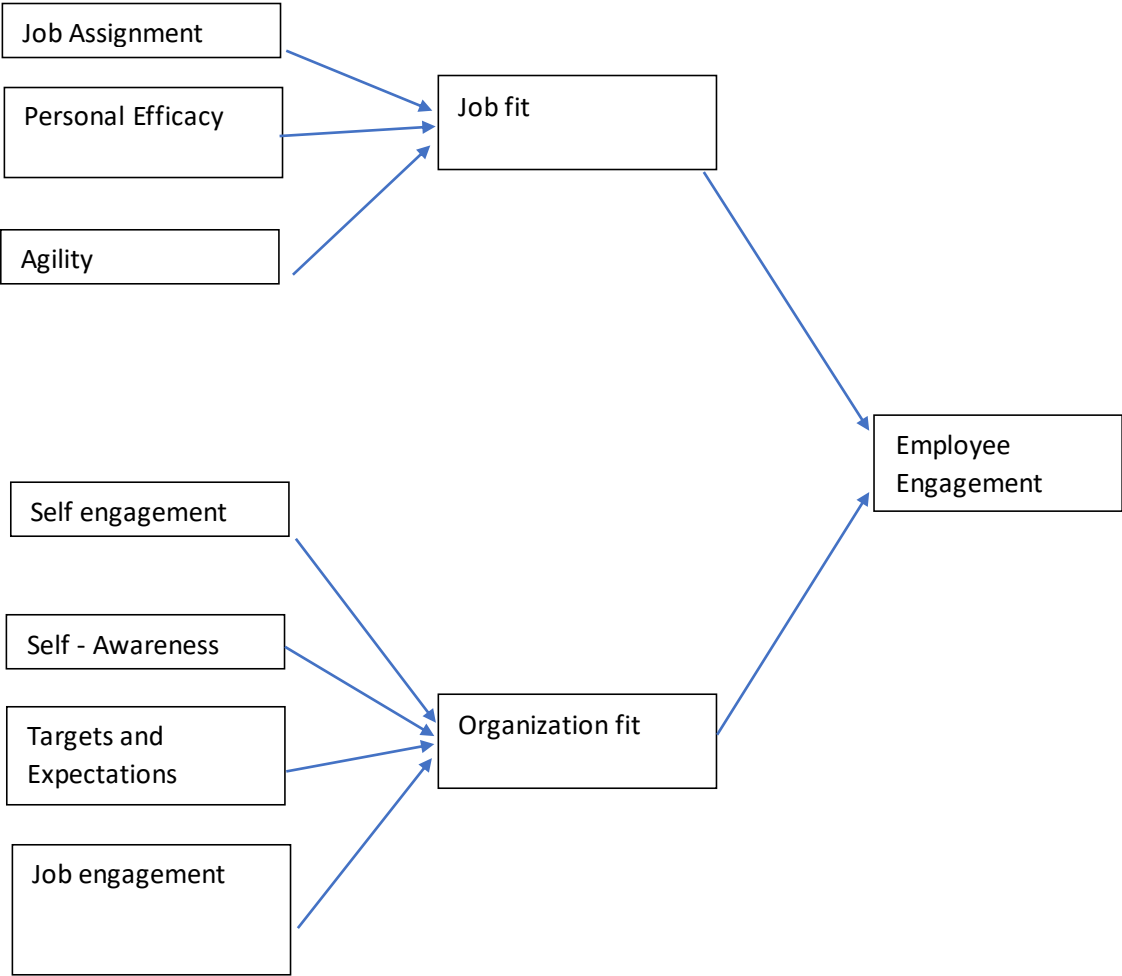
Product type: asset, Cash, or Its equivalents

Design: Volatile, Dynamic

Platform: Virtual or Hybrid

Employee Competence expected: Agile, technology adaption, High IQ, (Emotional, Cognitive, social, and spiritual)

Evaluation of performance: Individual and firm-level

CONCEPTUAL FRAMEWORK

Job Assignment

Personal Efficacy

Agility

Job fit

Self engagement

Self - Awareness

Targets and Expectations

Job engagement

Organization fit

Employee Engagement

POPULATION AND SAMPLING

Population of the research is the Information Technology employees in Bengaluru city, Karnataka State. In this research, eight subdivisions of IT industry is taken for analysis and they are

- Software development
- IT training
- Automation
- Infrastructure development (Networking etc)
- Business Process Outsourcing
- Creative services
- Data Management
- IT consultancy
- **Sampling and Data adequacy**
- $N= \dfrac{Z^2 * P * (1-P)}{d^2}$
- Z : 1.96 @ 5% confidence
- P= Standard deviation =.5
- d: Confidence level
- N= 385
- To ensure the adequacy of samples for multiple linear regression models and factor models, each group of IT firms, at least 100 cases are selected from each IT industry, Considering the need of adequate cases for each strata, minimum sample size taken for survey is minimum 1000. Non probabilistic stratified sampling is used for the study.

Table 1: Distribution of Sample and Percentage

	Administration	Technical	R &D	Marketing	Finance	Total
Software development	18	21	32	14	12	97
%	14%	22%	33%	14%	12%	100%
IT training	19	23	29	26	19	116
%	16%	20%	25%	22%	16%	100%
Automation	12	21	18	18	6	75
%	16%	28%	24%	24%	8%	100%
Infrastructure development (Networking etc)	15	32	27	29	23	126
%	12%	25%	21%	23%	18%	100%
Business Process Outsourcing	25	18	29	32	33	137
%	18%	13%	21%	23%	24%	100%
Creative services	23	18	17	18	19	95
%	24%	19%	18%	19%	20%	100%
Data Management	11	18	23	21	19	92
%	12%	20%	25%	23%	21%	100%
IT consultancy	29	21	18	28	32	128
%	23%	16%	14%	22%	25%	100%
Total	152	172	193	186	163	866
%	18%	20%	22%	21%	19%	100%

DESCRIPTION OF THE TOOLS

The study has included four main variables and they are, Attitude scale, emotional intelligence, personality traits and employee engagement. Separate tools are to collect data from the respondents hence, the used scales are,

1. Attitude Scale
2. Personality Scale
3. Emotional Maturity Scale
4. Employee engagement / job involvement Scale

Tool I: Attitude Scale

The three components of attitudes are, cognitive, affective and behavioural. The Kahn's model also emphasize there three dimensions for employee engagement. Likert scale is used to measure the data.

Tool II: Personality scale

The Big Five personality traits are **extraversion (also often spelled extroversion), agreeableness, openness, conscientiousness, and neuroticism**. Each trait represents a continuum. Individuals can fall anywhere on the continuum for each trait. The Big Five remain relatively stable throughout most of one's lifetime. Employee engagement depends on personality traits how the employee approach the job and work environment. Likert scale is used to measure data.

Tool III: Emotional Maturity Scale

The scale was developed by Singh and Bhargava (2003). The scale has forty-eight items and the items are in the form of questions. The scale consists of five factors in which the first four factors consisting of ten items each and the fifth factor has eight items. The five factors are emotional instability, emotional regression, social maladjustment, personality disintegration, and lack of independence. Likert scale is used to measure data.

Tool IIV: Employee engagement scale

Employee engagement scale measure, happiness, job satisfaction, contribution, voluntariness, allocation of additional tasks and quality of work completion. This scale measures the level , an employee is involved and engaged in work. Likert scale is used for data collection.

3.6 PILOT STUDY

Initially the investigator has ensured how far the four structured tools namely attitude, Personality, Emotional Maturity Scale, and employee engagement scale were applicable to measure the concept.

3.6.1 Reliability and Validity

The four structured tools for Attitude Scale, personality scales, Emotional Maturity Scale, and emotional intelligence scale were revalidated for the purpose of collecting data from the respondents. Fifty case each taken for pilot study and the sample size is 400.

This was subjected to Spearman-Brown Prophecy formula for the purpose of calculating the correlation-coefficient for the whole test. This is reliability coefficient. Further the validity coefficients were calculated using intrinsic validity measure. Both the reliability and validity coefficients were subjected to t-test. The reliability and validity coefficients are given in the following tables.

Table 2: Reliability Coefficient and the test of Significance of Various Tools

Name of the test	N	Reliability
Attitude Scale	50	0.71
Personality	50	0.77
Emotional Maturity Scale	50	0.78
Employee engagement	50	0.83

METHOD OF DATA COLLECTION

A validated and reliable structured questionnaire is used to collect data.

3.8 STATISTICAL ANALYSIS

Five statistical tools are used in this research: The first tool is percentage analysis, cross tab, discriminant analysis, exploratory factor model and Multiple linear regression models. The percentage analysis is used to explain the distribution of respondents in the survey while cross tab is used to analyse the effect of demographic variables. Pearson Chi square is used to accept or reject the hypothesis provided, null hypothesis is accepted if $p>.05$ while alternative hypothesis accepted if $p\leq.05$.

Discriminant models are used to classify the measured data with a nominal data.

Factor model is used to prioritise the measured data with level of importance in groups based on Eigen value. The hypothesis is tested based on Kaiser–Meyer–Olkin (KMO) test, a statistical measure to determine how suited data is for factor analysis.   It shows data adequacy. Bartlett's sphericity test is a test of whether the data are a random sample from a multivariate normal population $MVN(\mu, \Sigma)$ where the covariance matrix Σ is a diagonal matrix.

Multiple Linear Regression models are used to test the effect of a set of independent variables on a dependent variable. The F test is used to test the hypothesis and the model is significant if the F value statistically significant ($p \leq .05$). The regression model also explain the validity of data with R^2 value. The hypothesis is tested for each independent variable using 't value' with $p \leq .05$.

3.9 VARIABLES

The variables used in this research fall into two category : Nominal scale and ordinal scale variables. The demographic variables and environment variables in nominal scale and measurement variables are in Ordinal scale of 0 to 5.

The measuring variables are divided into sets: organizational parameters and employee engagement variables. The organizational variables are, work assignment, personal competencies, Agile structure, and adaptability factors.

The employee engagement variables are, employee engagement factors, self-engagement, awareness, and management expectations.

FINDINGS

1) Agility is a crucial advantage for IT firms, aiding in growth as they often need to customize products. This also presents a challenge, making the agility and employability of employees vital for both organizational performance and growth.

2) Employee fitness, job fitness, and employability are key factors determining employee engagement.

3) Organizational performance is measured in three primary ways: return on investment, return on assets, and sales, all of which are influenced by employee engagement.

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