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**SOCIAL INCLUSION  
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# A Study on Employee Engagement and Its Influence on Organizational Performance in Ites Sector

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## Abstract

*Employee engagement is a multidimensional concept that involves a two-way interaction between employers and employees within an organization. It plays a crucial role for employers who aim to retain their valued workforce, as the ability to effectively foster engagement is closely linked to achieving improved business outcomes and higher levels of performance. This research examines the various factors that influence employee engagement. The primary objective of the study is to identify the determinants affecting employee engagement and to assess employees' overall satisfaction in the workplace. The study employs a simple random sampling method to collect data from the employees of Tata Consultancy Services using structured questionnaires. Primary data serves as the main source of information. Based on the survey findings, the key factors influencing employee engagement are identified.*

**Keywords :** Employee Engagement, Commitment, Involvement, Job Satisfaction

## 1. Introduction

Employee engagement refers to the degree of commitment and involvement an employee demonstrates toward their organization and its values. It emphasizes viewing employees as individuals with needs and aspirations, rather than simply as workers. An engaged employee understands the business context, feels enthusiastic about their role, and collaborates effectively with colleagues to enhance job performance for the organization's benefit. It represents a positive attitude employees hold toward the organization and its objectives. Several researchers have highlighted that employee engagement contributes to profitability, financial growth, improved performance, and overall organizational success. In today's business environment, employee engagement has become increasingly essential. Organizations face significant challenges in attracting, retaining, and effectively utilizing talent due to rapid technological advancements, operational complexities, and a shortage of highly skilled professionals. Given these changes, organizations can achieve world-class standards by recognizing people as creators of value. Employee engagement has therefore gained importance as a strategic approach to managing human resources, as engaged employees consistently deliver high-quality and committed service. This study aims to identify the key drivers of employee engagement and explore the practices organizations should implement to effectively engage their employees.

## Review of Literature

Mone and London (2010) defined employee engagement as "a condition of employee who feels involved, committed, passionate, and empowered and demonstrates those feelings in work behavior". It is thus the level of commitment and involvement an employee has towards their organization and its values. The organization must work to develop and nurture 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.

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Susi & Jawaharrani (2011) examined some of the literature on Employee engagement, workplace culture & work-life balance policies & practices followed in industries in order to promote employee engagement in their organizations to increase their employees' productivity and retain them. Work-life balance is key driver of employees' satisfaction.

Siddhanta & Roy (2012) explored implications for theory, further research and practices synthesizing modern 'Employee Engagement' activities being practiced by the corporate with a review of findings from previous researches / surveys.

Singh & Shukla (2012) tried to find out what variables are significant to create an engaged workforce. The study was exploratory in nature and the data has been collected from a tin manufacturing organization.

### **Objectives of the study:**

1. To investigate the current employee engagement practices in place.
2. To analyze the employee's perspective on working conditions that enhances employee commitment to organization.
3. To determine how employee commitment is influenced by opportunities provided by organization.

### **Statement of Problems**

The ITES sector is highly dynamic, competitive, and performance-driven, requiring employees to consistently deliver quality work under demanding conditions. However, many organizations face persistent challenges in maintaining high levels of employee engagement. Low engagement can lead to reduced productivity, increased absenteeism, high employee turnover, and diminished service quality—all of which directly impact organizational performance.

Despite the importance of engagement, it remains unclear to what extent employees in the ITES sector feel emotionally committed, motivated, and connected to their organizations. Organizations often struggle to identify the factors that influence engagement, such as work environment, leadership practices, communication patterns, career development opportunities, and work-life balance. The absence of clarity on these aspects creates gaps in designing effective strategies to foster a highly engaged workforce.

This study intends to examine the key issues related to employee engagement and explore how varying levels of engagement influence organizational performance in the ITES sector. It seeks to determine whether engaged employees contribute more positively to performance outcomes compared to disengaged or actively disengaged employees. Furthermore, the study aims to identify actionable measures that organizations can adopt to enhance engagement and thereby improve overall organizational effectiveness.

### **Need for the Study**

The need for this study arises from the necessity to understand the level of commitment and involvement employees exhibit toward their organization and its values. The primary objective is to analyze job involvement and identify ways to enhance job performance for the overall benefit of the organization. This study aims to determine whether employees are engaged, disengaged, or actively engaged in their work.

It also seeks to identify the right conditions that enable employees to consistently perform at their best—showing commitment to organizational goals and values, staying motivated, contributing

organizational success, and experiencing improved well-being. Employee engagement represents the emotional and positive connection an employee has with their organization. Through this research, the degree of engagement among employees at Infinite Skills can be assessed, along with strategies to enhance engagement levels. Such insights will be valuable for both employers and employees and will contribute to the organization’s growth.

**Research Methodology**

A research design is a set of methods and procedures used in collecting and analyzing measures of the variables specified in the research problem. The research design undertaken in this study is descriptive in nature, since it provides a description of the state of affairs as in the organization. Simple random sampling technique is followed to carry on the study. The samples are collected using primary data through questionnaire method. The sample is collected from the employees of different department in Tata consultancy Services. The total population is 800. The sample size taken for this study is 100. The study was undertaken for 6 months. The data for the study have been collected during the period.

**Data Analysis**

**Table.1**

The reveals that 16% of employees strongly agree that they were extremely satisfied with their job, 42% of the employees are agree to this statement and 22% of employees have no opinion to this statement. Table.1. Overall satisfaction level of employees Overall satisfaction level No. of respondents Percentage Strongly agree 16 Agree 42 No opinion 22, Disagree 15 Strongly disagree 5 Total 100

**Table.1. Overall satisfaction level of employees**

Overall satisfaction level	No. of respondents	Percentage
Strongly agree	16	16
Agree	42	42
No option	22	22
Disagree	15	15
Strongly disagree	05	05
<b>Total</b>	<b>100</b>	<b>100</b>

Sources: Primary Data

**ANOVA**

**Null Hypothesis (H0):** There is no significant difference between the experience and the employee’s perception about receiving recognition or praise for doing good work

Table.2. Analysis of difference between the experience and the employee’s perception about receiving recognition or praise for doing good work.

Variables	Sum Squares	df	Mean Square	F Sig	F Sig
Between Groups	18.205	3	3.826	.425	.000
Between Groups	18.205	102	.425		
Total	18.205	107			

### Independent T-Test

Null Hypothesis (H<sub>0</sub>) There is no significant difference between the gender and good place to work. From table 3 since  $.001 < 0.05$ , we accept the alternative hypothesis and conclude that there is significant difference between gender and good place to work.

**Table.3. Difference between the gender and the good place to work**

Expected Job	Levene's Test for Equality of variances	t-test for Equality of means								
		F	Sig.	T	df	2tailed	Mean difference	Std. Error difference	95% interval difference	
									Lower	Upper
Equal Variance not assumed	12.480	12.480	-1.7	118	.092	-.295	.174	.639	.049	
Equal Variance assumed			-1.67	95.116	.097	-.295	-.176	.645	.055	

### Chi- Square Test

Null Hypothesis (H<sub>0</sub>): There is no significant association between employee's perception about supervisor's help and care

**Table.4. Association between employee's perception about supervisor's help and supervisor's care**

Tests	Value	Df	Asymptotic Significant (2-sided)
Pearson Chi-Square	40.875a	3	.000
Likelihood Ratio	30.434	3	.000
Linear-by-Linear Association	23.243	1	.000
N of Valid Cases	<b>100</b>		

Source: Primary Data

Chi-Square Test applied on Table.4 finds out the association between employee's perception about supervisor's help and supervisor's care. From the test it is inferred that the significant level which is less than 0.05, accept alternative hypothesis and reject null hypothesis. Null hypothesis: There is no significant association between the best performance and recognition.

Null hypothesis (H<sub>0</sub>): There is no significant association between the best performance and recognition

**Table.5. Significant association between the best performance and recognition**

Tests	Value	Df	Asymptotic Significant (2-sided)
Pearson Chi-Square	98.179	8	.000
Likelihood Ratio	87.220	8	.000

Linear-by-Linear Association	30.591	1	.000
N of Valid Cases	100		

a. 8 cells (55.2%) have expected count less than 5. The minimum expected count is 0.22.

Source: Primary Data

From Table.5, since the significance level is lesser than 0.05, we accept the alternate hypothesis and hence there is relationship between the best performance and recognition.

## Findings and Recommendations

The present study has highlighted the various dimensions of employee engagement among the IT personnel. This study has investigated the various employee engagement practices that leads to organizational development. The major employee engagement strategies that were identified include work life balance, job satisfaction, and superior subordinate relationship. The statistical analysis enumerated the significant engagement strategies that can nurture positive organizational culture.

This study also highlights the role of organization in enhancing employee engagement across organizations. Through the data analysis it is clear that work environment of an organization is one of the key success factor in empowering employee engagement. The IT firms can focus on employee expectations and develop HR practices which could develop employee engagement. The IT firms can also focus on career development and job recognition which acts as a boosting factor for developing employee commitment and performance. As the major challenge is on balancing work and personal life especially among the female employees, strategies to maintain the same has to be developed by the IT firms.

## Conclusions

Employee development opportunities have been shown to significantly influence employee engagement. Another study highlighted that, during the challenging pandemic period, there was a notable link between employee behavior and employee participation—both of which were essential for enhancing organizational productivity and driving competitive success (Kumar et al., 2020). Research further indicated that employees who had access to adequate resources and tools to carry out their tasks were comparatively more engaged with both their job and the organization. The impact on employee engagement and workforce efficiency. One factor affecting this was alignment; working from home during lockdowns made it difficult for employees to align their priorities with those of the organization. Emotional well-being was also affected, as many employees experienced frustration, depression, and isolation, though some remained cautiously optimistic (Pant & Aharwal, 2020). Leadership emerged as another critical dimension shaping employee engagement. Independent variables such as co-worker relationships, job uncertainty, organizational climate, and job satisfaction were found to significantly influence employees' psychological health (Jena et al., 2018). The authors recommend that employers develop remote working strategies wherever feasible to reduce stress and support the psychological well-being of employees across all sectors.

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