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**Title of Thesis : “Study of Employee Engagement with Relation toRetention in Information Technology Enabled Services(ITES) Sector of Delhi/ NCR”**

## **ABSTRACT**

### **Introduction**

To remain competitive, Organizations in this dynamic world are struggling with newer challenges. The most pressing demands are ever changing technology, managing an increasingly diverse workforce, globalization of business, higher productivity and performance pressures.

In a change prone business world managing talent would be the key challenge and a top business priority. It has become strategically important to have right talent at right place in the nick of time to guarantee better revenues, innovation and organizational effectiveness. The strongly believed cause and effect relationship between talent and competitive advantage makes it important to determine the factors for better utilization and retention of talent. For achievement of a unique competitive advantage the focus seems to have shifted to the individual employee.

Employee engagement as a concept has gained considerable attention in recent years. It is now widely recognized that employee engagement affects a company's performance. Engaged employees perform better, put in extra efforts to get the job done, show a strong level of commitment to organization, and are more motivated and optimistic about their work goals. Employee engagement also affects the decision of key talent to stay or leave, and through these, and other influences, a company's financial success.

### **Objectives of the Study**

This study is focused on the following objectives: -

- To investigate the relationship of employee engagement to retention and performance of the organization.
- To study the system for developing a structured approach to define employee engagement for deployment of its practices.
- To examine current level of employee engagement in BPO's.
- To study the procedures and mechanisms for implementing employee engagement.

## **Findings**

An analysis of the literature and observations supported by empirical data has been quite conducive for answering the research questions stated above.

Personal experiences and the analysis of the literature reveal that engagement has both the attitudinal and the behavioral components. The construct can be studied as a framework of disposition, feelings and behavior, where one leads to another.

Working with the collected empirical data set the researcher has performed an analysis through the SPSS software. The first thing while analyzing was to confirm the instrument's reliability using Cronbach's measuring scale. The internal consistency was found to be good with a Cronbach alpha score of .97 and therefore was sufficient for an academic research study.

A total of 390 questionnaires were distributed to the employees of various ITES organizations and a total of 342 completed questionnaires were returned to the researcher. The survey instrument contained 70 questions and additional questions for demographic details. The response rate was 87.69%.

The pivotal observations of the researcher's empirical investigation and analysis of the literature suggest that HR practices of performance measurement, compensation, and training are formal and structured, but there seems to be a little dissatisfaction in the areas of career development. Moreover, the Indian ITES sector needs to focus clearly on the areas of psychological health, stress-related problems of workforce, work-life balance and creating a more empowered workforce.

All correlations between the intent to leave and employee engagement are negative and with virtually no significant exception. In other words, engaged employees have a lesser intent to leave and to a degree have a positive effect on firm's performance.

## **Recommendations**

HR practices and processes to a large extent determine the relationship between employees and employers and have a strong influence over business outcomes. The above discussion clearly indicates the importance of HR practices in fostering employee engagement.

On analysis of the literature and empirical data, the suggested HR strategies that boost employee engagement can be listed as:-

- Training and career development
- Engagement Audit
- Workshops
- Performance evaluation and assessment
- Leadership
- Job Redesign