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How does Work Engagement vary with Employee Demography?

–Revelations from the Indian IT industry

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Abstract

The purpose of the paper is to determine how work engagement and its components –vigor, dedication and absorption vary with employee demographic factors such as gender, marital status, age, experience, tenure, income and education. Data collected from 303 working adults in the IT industry of India was statistically analyzed. T-tests and ANOVA revealed that work engagement significantly differed with age, education level, and experience. There was no difference in Work engagement as far as gender, marital status, tenure, and income was concerned. Pearson Correlations revealed significant relationships of work engagement with age, education level and experience. However, when regression was done to find out the determinants of WE, gender and education came out to be the predictor variables. The study has managerial implications as employers now know that work engagement is predicted by higher education and that males are more engaged than females in the IT industry.

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1. Introduction

In the present scenario organizations assume their personnel to be pre-emptive, to be dedicated to high level of performance criteria, to be initiator and to be liable for their own professional growth. Employees who are energetic, dedicated and engaged are the ones companies want to hire and retain [1]. Employee engagement refers to emotional and intelligent assurance of personnel to their organization and its accomplishment. Employees who are engaged in their work experience a captivating determination and sense in their effort and

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contribute their finest effort to attain the organization's goals. Engaged worker constantly outperforms and reaches new values of superiority [2] and there is a link among employee engagement and demographics such as age [3] and also with culture, such that eastern and western societies have different intensities of work engagement [4]. This paper specifically aims to contribute to the knowledge of Work Engagement by analyzing its pattern across various demographic variables, if work engagement varies with difference in gender, age, education, experience, tenure and income.

2. Literature Review

2.1. Work Engagement

“Work engagement is a positive, affective-motivational state of fulfillment that is characterized by vigor, dedication, and absorption” as per [5] and is categorized by absorption, vigor, and dedication. Vigor states to great energy level. Individual with this characteristic implant more effort and hence can face any difficult situation more easily. Dedication refers to strong involvement in any task assigned. Individual with this characteristic always have sense of pride in his work and becomes inspiration for others. Absorption refers to deep engrossment in work. Individual with this characteristic always enjoys their work to the extent that they get lost in the work [1]. Personality has its own role in influencing Work engagement [6]. Latest study has revealed that engaged employees frequently practice positive emotions [7], and this might be the cause why they are more productive. Drawn from the latest positive psychology drive [8][9], the positive effort stretched to the workplace, by concentrating on both the value of micro- concerned with positivity in individuals as well as macro-concerned with positivity in organizations [10] [11].

2.2. The Information Technology (IT) Industry of India

India by means of her huge amount of knowledge personnel has arisen as one of the leading IT service breadwinners in the World, projected to collective incomes of USD 88.1 billion in 2011, with the IT software and services sector (excluding hardware) accounting for USD 76.1 billion of incomes [12]. Speedy progression in technological know-how, multifaceted nature of the business model, flexible work time, and worldwide distributed workplace with multi linguistic, multicultural personnel employed around diverse time regions of the world [13] has made the vibrant business unique, as well as composite in its process.

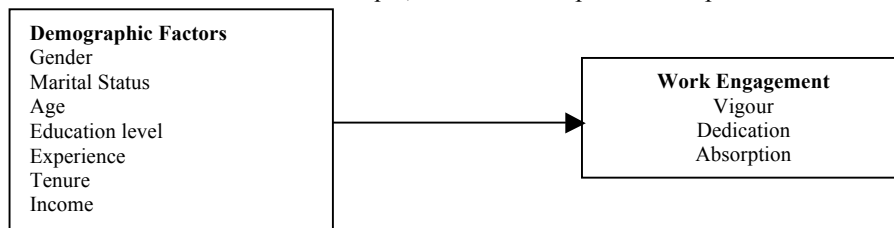


Fig. 1. Research framework

Consequently, the business and its processes have involved the attentiveness of the scholars in the past 10 years, more interestingly research on employee attitudes and positive psychology. Work engagement has not yet been studied on the Indian IT industry. Being a project based business and functioning with multidimensional, multilevel projects aiding worldwide clients with diverse demand, it is obvious that the business needs personnel who are keen to contribute in their work psychologically. The industry is reporting

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