

Perception Of Jes (Job Engagement Scale) Among It/Ites Employees: A Study

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Abstract: Employee Engagement embraces all the factors that influence the extent to which employees are committed to organizational goals, mission and vision. The concept has significant implications for all areas of HR practice, organizational performance and is a dominant source of competitive advantage. Job Engagement Scale (JES) developed by Rich et al. (2010) which based on the landmark work of Kahn (1990) who defined engagement as the harnessing of employees' selves to their work roles by investing their physical, emotional and cognitive energies in simultaneous and holistic manner. The study attempted to brief about the Employee Engagement in IT/ITES Sector using JES scale. Descriptive research design has been used in this research. Using Convenient sampling technique, 135 individual comprising of employees of IT/ITES sector has been taken. The mean values of the JES factors as Physical (2.08), Emotional (2.15) and Cognitive (2.48). It highlighted that there is a statistically significant interrelationship between IT/ITES employees' perceptions on Job Engagement Scale (JES) factors. Age of the employee was influenced for the physical job engagement. The emotional job engagement was influenced by the employees' gender, family type, designation, income and experience of the employees. The cognitive job engagement was influenced by employee's gender, designation and income.

Keywords: Employee Engagement, JES, Rich et al.

1. Introduction:

Employee Engagement is described in HR literature as: the enthusiasm that employees feel with regards to their work. Engagement is the degree to which employees are passionate about their work and devote themselves to their work. Engaged employees go the extra mile to contribute to the success of your organization. In short, engagement means that employees work and express themselves in a physical, cognitive and emotional manner. Engagement is an important HR variable for the majority of organizations. It helps enable your organization to deliver a superior performance and to gain a competitive advantage. Engaged employees make additional effort, learn more, and faster, and are more creative. In addition, they are your organization's ambassadors. Furthermore, engagement is a good predictor of customer satisfaction, personnel retention, productivity and profitability. Engagement takes committed and motivated employees to the next level.⁶ Engaged employees concentrate on the goals of your organization and on the results that you as an organization expect from them. They have the feeling that they really can contribute to the success of your organization and that all their abilities are being utilized. To provide insight into the level of employee commitment and engagement within an organization, we categorized employees into four types: engaged and committed, engaged, committed and neither engaged nor committed. The four types differ in the following way:

- Engaged and committed employees are both engaged in their work and committed to the organization. Employees love their work and the company they work for.
- Engaged employees are engaged in their work, but not committed to the organization.
- Committed employees are committed to the organization, but not engaged in their work.
- Employees that are neither engaged nor committed are neither engaged in their work, nor committed to the organization.

It believed that the best case scenario is when an employee is engaged in the job and committed to the organization. If an employee is only engaged, there is the distinct risk that they are not committed to the organization, and vice versa.

1.1 Job Engagement Scale

After the UWES (Schaufeli et al., 2002), the second measure of engagement is the 18-item Job Engagement Scale (JES) developed by Rich et al. (2010). This scale is based on the landmark work of Kahn (1990) who defined engagement as the harnessing of employees' selves to their work roles by investing their physical, emotional and cognitive energies in simultaneous and holistic manner. According to Kahn, physical engagement refers to the extent of effort employees put in while performing their work roles; emotional engagement is the emotional involvement and feelings which the employees have about their work; and cognitive engagement is the mindfulness and mental attention of employees towards with work. This conceptualization of engagement is largely rooted in theories of motivation (Alderfer, 1972; Deci & Ryan, 1985), work design (Hackman & Oldham, 1980), and role performance (Goffman, 1961). At present, the original English version of the JES is not available in other languages.

2. Review of Literature

Bhatt, R., & Sharma, M. (2019) presented conceptual framework with respect to employee engagement was thereafter explored which demonstrated that it is a multidimensional construct where employees can be

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engaged physically, cognitively or emotionally. The study ends by providing a set of suggestions for HR managers for increasing employee engagement in organizations. This study was conducted to understand the theoretical underpinnings of the concept of employee engagement. Thereafter, to understand the current work going on in the discipline of employee engagement, literature review was conducted where studies from both the academic as well as the practitioner's perspective were looked at. A.

Devi, N. N., Mythili, D., & Kavishyaa, A. R. (2018) investigated various talent management strategic factors in retention of employees' of Coimbatore IT-BPO companies. Talent management strategies play an important role in employee engagement and in turn retention of employees. The study resulted about the employee engagement largely depends on the talent management strategies such as workforce planning, identifying and attracting talent, sourcing and selection etc., Results of this study also suggest that employee engagement enhances the retention of the employees.

Indhira, N., & Shani, N. (2014) aimed to assess the factors encouraging or preventing employee engagement, create exhaustion and happiness among ITES employees. Questionnaire and FGD used to collect the data from the employees on reasons for attrition and the unique problems of employee engagement, the happiness of ITES employees.

Katyayani, J, & Nirmala Rani, T. N. (2016) identified factors that form employee engagement are identified and they are assessed with descriptive statistics like mean and standard deviation, chi-square test and Pearson's product moment correlation is applied to find out their inter-relationship with each other. The study concludes that employees are travelling towards high engagement levels as the HR policies are aiming at employee retention and have an immediate demand of highly motivated work force.

Lolitha, CV & Johnson, J D (2016) investigated both job and organisational engagement of employees from two different sectors in Kerala namely, banking and IT. The purpose of the study is to define various concepts of employee engagement in modern organisations. The current cross sectional survey reinforces previous literature followed by discussions, limitations and conclusions.

Malhotra, K., & Bhardwaj, (2016) mentioned that it is very important to utilize these talents in the best way, which is possible only when their efforts are successfully converted into commitment. This calls for the need of Employee Engagement in today's era. In BPO sector, the links between employee engagement and organizational productivity are recognized but are at a very fundamental stage. There is a gap in the survey with regard to the relationship of Job Satisfaction, Referral and Loyalty with Employee Engagement. It is discussed that, in the aforesaid organizations, extrinsic factors like good working environment, salary, job security etc are not enough to make any employee engaged at work. It can be done by increasing their level of satisfaction, referral and loyalty

Manjunath S and Chandni M C (2018) discussed about maintaining a extremely motivated aptitude pool with proper engagement mechanisms always proved to be the key for achieving a spirited edge, & therefore profuse ground works & experimentations are happening to boost the employees as well as the organizations in this regard. Communication and transparency across all levels of management are what foster this trust and determine the degree of discretionary effort that comes with a high level of engagement. This study throws light into the various challenges that come on the way of effective engagement mechanisms in the IT sector & also provides a brief overview of the engagement trends in vogue. The study suggests a model that can be used for engaging employees in a more effective way in organizations by satisfying both the career aspirations of employees as well as the organizational goals.

Prabhakar, Gantasala V & Reddy G, Swetha (2016) aimed to assess the level of employee engagement among IT industries employees in India. It is attempted to contribute to Employee Engagement and to suggest the ways to improve engagement levels in the industry. The study identified the impact of employees social demographics data with engagement factors. Questionnaire method used to collect the data from the IT employees and stated that organizational inputs and support has an influence on engagement and that committed employees were more engaged. The study suggested to improve employee engagement based on the outcome of the study.

Pushpanathan, A., & Arockiam, F. K. (2019) proposed from the perspective of organizational politics and its impact for turnover intention, social loafing and building self-esteem, with stress variable as mediating moderator. Retaining an employee saves the double the cost of recruiting and training the candidates. Employers focus big picture of the organization. Whereas, the staffs of an organization lapse team cohesiveness and objectives by spreading ego, nepotism spreads as organizational politics.

Sathyanarayana, S, Gargasha, S, & Bellave, L (2017) had been undertaken with an intention to understand the employee engagement practices in IT sector in Bangalore city. Five point Likert's scale used to collect the data from the respondents. Later a robust multiple regression has been run to identify the major drivers of employee engagement in IT sector. Regression results have revealed that Supervision, Quality of Work Environment, Reliability of information, Appraisal Process and Level of Satisfaction and Organizational commitment are the major determinants of employee engagement.

Sivasubramanian and Rupa (2018) attempted to measure level of commitment, employee perception towards their job and support from top management in IT industry. It is evident that support given by the employer and recognition would work towards building of trust between employees and management. The organization encouraged sharing of information, knowledge and resources; and provided opportunities for employees to learn and grow thus influencing employee engagement. Employee commitment is evidenced by good reward programs, approaches that show interest in employee career development. It is

recommended that managers within organizations involve employees more in setting goals. Organizations also need to formulate ways of recognition of contribution by employees that would help define what determines employee engagement in order to enhance commitment levels.

Soundarapandiyan, K, & Ganesh. M (2015) stated that high demand for skilled employees and the expansion of service industries in recent days has led to enormous turnover rate, which directly and indirectly affects the employer and ultimately the productivity and profitability of the organisation. The present study has made an attempt to identify the factors involved in employee turnover and to suggest prospective strategies to retain the employee in order to improve employee morale and to reduce turnover cost and knowledge loss by increasing the Organizational efficiency and effectiveness with reference to one of the leading ITeS Company at Chennai.

Tiwari, B., & Lenka, U. (2018) illustrated the scenario of downsizing in the Indian IT/ITES sector and also identify enablers to develop and engage talent in downsized firms. Organisations should prepare scheduled reviews by taking into account individual needs, learning styles, and current work priorities. Provisions for adequate pay, fringe benefits,

job security, and healthy working conditions can further enhance morale and motivation of survivors.

Tiwari, B., & Lenka, U. (2019) attempted to develop a conceptual framework of employee engagement and employer branding of downsized organizations. It examined the association of certain enablers (resonant leadership, internal corporate communication, knowledge sharing, continuous learning, entrepreneurship, and perceived communication satisfaction) with employee engagement. Moreover, it investigated the association of employee engagement with employer branding.

3. Objective

- ❖ To study in detail about the Employee Engagement in IT/ITES Sector using JES scale

3.1 Research Methodology

Descriptive research design has been used in this research. Primary as well as secondary data has been used. Sample size of 135 individual comprising of employees of IT/ITES sector has been taken. Convenient sampling technique has been used because in this research each element of the population has not a fixed probabilistic chance of being selected. Simple percentage, PCA and KMO tests has been used for data analysis.

4. Data Analysis and Interpretation

Table No. 1 Personal Profile of the Respondents

Profile	Response	No of Respondents	Percentage
Gender	Male	67	49.63
	Female	68	50.37
	Total	135	100
Age Group	Below 30	17	12.59
	31 - 35	32	23.70
	36 - 40	42	31.11
	41 - 45	27	20.00
	46 - 50	8	5.93
	Above 50	9	6.67
	Total	135	100
Education	Diploma	49	36.30
	Degree	53	39.26
	PG Degree	33	24.44
	Total	135	100
Family Type	Joint	43	31.85
	Nuclear	92	68.15
	Total	135	100

The table presented the personal details of the respondents. It is noticed that 50.37% of the respondents belongs to female and 49.63% of the respondents belongs to male. It is clear that 31.11% of the respondents were in the age group of 36-40 and 23.7% of the respondents were belongs to the age group of 31-35. Around 20% of the respondents were belongs to 41-45 age group and 12.59% of the respondents were aged below 30. A 6.67% of the respondents were aged above 50 and 5.93% of the

respondents were belongs to the age group of 46-50. It is clear that 39.26% of the respondents working in the companies with degree and 36.30% of the respondents were working with diploma. Around 24.44% of the respondents were working in the companies with PG degree. It is noticed that 68.15% of the respondents were living in nuclear family system and 31.85% of the respondents were living in the Joint family system.

Table No. 2 Professional Profile of the Respondents

Profile	Response	No of Respondents	Percentage
Level of Designation	Top	59	43.70
	Middle	39	28.89
	Lower	37	27.41
	Total	135	100
Salary Level	Below 20,000	45	33.33
	20,001 to 25,000	39	28.89

	25,001 to 30,000	33	24.44
	30,001 to 35,000	11	8.15
	Above 35,000	7	5.19
	Total	135	100
Experience	Below 3 Years	33	24.44
	4 to 6	36	26.67
	7 to 9	34	25.19
	Above 9	32	23.70
	Total	135	100

The table no 2 shows the professional profiles of the respondents. It is noticed that 43.70% of the respondents were working in Top management and 28.89% of the respondents were working in middle level management. 27.41% of the respondents were working in the lower level of management. It is clear from the table that 33.33% of the respondents monthly salary level was below 20,000 and 28.89% of the respondents were in the salary level of 20,001 to 25,000. Around 24.44% of the respondents were receiving Rs. 25,001 to 30,000 as their monthly income and

8.15% of the respondents were in the salary level of 30,001 to 35,000. Only 5.19% of the respondents were receiving more than 35,000 as monthly salary. It is noticed that 26.67% of the respondents having 4 to 6 years of experience and 25.19% of the respondents were having 7 to 9 years of the experience. Around 24.44% of the respondents were having below 3 years of experience and 23.70% of the respondents were having above 9 years of experience in this filed.

Table No. 3 Cronbach's alpha Test for JES factors

Factors	Total Items	Cronbach's alpha	Mean
Physical Engagement	6	0.779	2.08
Emotional	6	0.782	2.15
Cognitive	6	0.689	2.48
Job Engagement Scale	18	0.800	2.24

For reliability cronbach's alpha test has been applied. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used (along with substantive arguments and possibly other statistical measures) as evidence that the items measure an under-lying (or latent) construct. The Job Engagement Scale was categorized into

three factors such as Physical, Emotional and Cognitive. The mean values of the JES factors noticed from the table such as Physical (2.08), Emotional (2.15) and Cognitive (2.48). The alpha reliability and the mean values of JES is 0.800 which the internal consistency was good and acceptable.

Table No. 4 KMO Test for JES factors

Factors	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	df	Sig.
Physical	0.512	697.953	15	0.000
Cognitive	0.513	889.139	15	0.000
Emotional	0.521	701.490	15	0.000

Null Hypothesis H₀: There is no statistically significant interrelationship between IT/ITES employees' perceptions on Job Engagement Scale (JES) factors If KMO value is higher than 0.5, the sample is adequate. Here, KMO test results ranges from 0.512 to 0.521 which indicates that the sample is adequate and we may proceed with the Factor Analysis.

Bartlett's Test of Sphericity

Taking a 95% level of Significance = 0.05 The p-value (Sig.) of .000 lesser than 0.05, therefore the Factor Analysis is valid. As p value is lesser 0.05, we therefore reject the null hypothesis (H₀) and accept the alternate hypothesis (H₁) that there may be statistically significant

interrelationship between variable. The alternative hypothesis being **"There is a statistically significant interrelationship between IT/ITES employees' perceptions on Job Engagement Scale (JES) factors"**

The Kaiser-Meyer Olkin (KMO) and Bartlett's Test measure of sampling adequacy was used to examine the appropriateness of Factor Analysis. The approximate of Chi-square is ranges from 697.953 to 889.139 with 15 degrees of freedom, which level of significance is 0.05. The KMO statistic value is also large. Hence Factor Analysis is considered as an appropriate technique for further analysis of the data.

Table No 5 Factor analysis on JES factors

JES	Factors	Extraction	Mean
Physical	I work with intensity on my job.	0.852	2.15
	I exert my full effort to my job.	0.832	
	I devote a lot of energy to my job.	0.638	
	I try my hardest to perform well on my job.	0.761	
	I strive as hard as I can to complete my job.	0.769	
	I exert a lot of energy on my job.	0.857	

Emotional	I am enthusiastic about my job.	0.827	2.48
	I feel energetic about my job.	0.843	
	I am interested in my job.	0.887	
	I am proud of my job.	0.825	
	I feel positive about my job.	0.793	
	I am excited about my job.	0.588	
Cognitive	At work, my mind is focused on my job.	0.688	2.24
	At work, I pay a lot of attention to my job.	0.834	
	At work, I concentrate on my job.	0.728	
	At work, I focus a great deal of attention on my job.	0.751	
	At work, I am absorbed in my job.	0.857	
	At work, I devote a lot of attention to my job.	0.827	
Extraction Method: Principal Component Analysis.			

Principal Component Analysis (PCA) is a dimension-reduction tool that can be used to reduce a large set of variables to a small set that still contains most of the information in the large set. PCA is mostly used as a tool in exploratory data analysis and for making predictive

models. It is often used to visualize genetic distance and relatedness between populations. The PCA for the proposed model on JES is noticed as 0.588 to 0.887 which indicated about the IT/ITES employee engagement suitable for the JES.

Table No 6 Regression between social demographic profiles with JES factors

Profile	Physical Engagement	Emotional Engagement	Cognitive Engagement
Gender	0.175	0.005	0.002
Age	0.004	0.123	0.043
Educational Qualification	0.031	0.255	0.021
Type of Family	0.272	0.002	0.008
Designation	0.345	0.005	0.003
Income	0.068	0.005	0.004
Experience	0.014	0.004	0.021

The table shows the Regression between social demographic profiles with JES factors. It is noticed that the p value is 0.004 between Physical engagement and the age of the respondent. Hence it stated that there is difference between age of the IT/ ITES employee and physical job engagement. It is noticed that p value is 0.002 to 0.005 on emotional job engagement and gender, family type, designation, income and experience of the IT/ ITES employees. Hence it stated that there is significant difference between emotional job engagement and IT/ ITES employees' gender, family type, designation, income and experience of the employees. It is noticed on the p values of cognitive engagement is between 0.002 to 0.004 on gender, designation and income of the employee. Hence it stated that there is significant difference between cognitive job engagement and IT/ ITES employee's gender, designation and income.

5. Results and Discussion

The study indicated that one out of two respondents was female and one third of the employees were in the age group of 36-40. Four out of ten employees were working in the companies with degree and one third of the employees working with diploma. Around 24.44% of the respondents were working in the companies with PG degree. Majorities of the employees were living in nuclear family system. Four out of ten employees were working in Top management and one third of the employees' monthly salary level was below 20,000. One fourth of the employee was having 4 to 6 years of experience and another one fourth of the employee was having 7 to 9 years of the experience. The Job Engagement Scale was categorized into three factors such as Physical, Emotional and Cognitive. The mean values of the JES factors noticed from the table such as

Physical (2.08), Emotional (2.15) and Cognitive (2.48). The alpha reliability and the mean values of JES is 0.800 which the internal consistency was good and acceptable. The study revealed that there is a statistically significant interrelationship between IT/ITES employees' perceptions on Job Engagement Scale (JES) factors. From the Factor analysis, using Principal Component Analysis, the proposed model on JES indicated about the IT/ITES employee engagement suitable for the JES. There is difference between age of the IT/ ITES employee and physical job engagement. There is significant difference between emotional job engagement and IT/ ITES employees' gender, family type, designation, income and experience of the employees. There is significant difference between cognitive job engagement and IT/ ITES employee's gender, designation and income

6. Conclusion:

Work engagement is the assumed contrary of burnout. Contrary to those who suffer from burnout, engaged personnel have a sense of full of life and fine connection with their work things to do and they see themselves as in a position to deal well with the demands of their job. Two colleges of concept exist on the relationship between work engagement and burnout. In this study, psychometric residences of the JES were examined on the facts acquired from one hundred thirty five IT/ITES employees worked in Coimbatore metropolis and. Using more than a few psychometric analysis techniques, this study is the first to perform a cross-discipline analysis to the reliability and validity of the JES. two This finding suggests that the perception of job engagement among IT/ITES personnel was once equally reliable. In conclusion, this find out about

establishes the scientific utility of the JES in the IT/ITES employees' engagement.

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