



IMPACT OF DEMOGRAPHIC FACTORS ON THE EMPLOYEE ENGAGEMENT OF EMPLOYEES IN THE IT INDUSTRY

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ABSTRACT

Employee is an asset to an organization. Employee performance directly or indirectly affects the growth of the organization. Employee retention is dependent on the employee motivation is on the whole dependent on the employee engagement in an organization. This paper tries to bring out all the factors that affect this employee engagement in the IT industry across the country. Among the factors it's been observed that demographic factors also affect the performance of the employee and their engagement. So, the paper through literature tries to bring out the various demographic and other factors affecting the employee engagement.

KEYWORD: *Employee engagement, Employee, demographic factors, Age, gender, experience, designation, education, models of employee engagement.*

INTRODUCTION

The employee of every organization is an asset to the company as his work outcome contributes to the organization's performance and profits. There are many factors that impact the performance of the employee in an organization. These factors are.

1. Work environment and Culture
2. Teamwork
3. Organizational leadership
4. Inter-organizational relationship
5. Demographic factors
6. Performance appraisal and recognition
7. HR policies

Work environment and Culture

The employee spends around 8-10 hours in an organization and the work environment and culture plays an important role in an employee lifestyle. The more positive in the environment and more would be the improvement in the performance of the employees. A positive atmosphere can be developed by motivation, great training, appreciation, and a great support system. Organization should be able to develop a strong work environment and culture. A positive work environment and encouraging team support helps in this growth. This environment is created by the managers and the top management of the organization.

Teamwork

The team members help the employee to grow in the organization. Every employee shows a great inclination towards a team member who is open to support and learning. The employee learns from the work and from the environment created by the organization and this learning helps in the career growth of the employee.

Organizational Leadership

A great support system for the employees is the managers and the top management of the organization. Training, support, and motivation provided to the employees can help them grow in their career. There are many onsite training courses that are organized regularly to help the employee to get equipped with the right skill set to grow and have a successful career in the organization. Apart from the career development support, great leadership supports the employees emotionally.

Demo Graphic Factors

The demographic factors that help the employee in their growth are Age, Experience, Qualification, Family, Family Income, Mother tongue. The employee's family support affects the performance of an employee. Family support works on the emotional part of the employee which affects the stress levels and the daily mind set of the employee. This helps the employee to adapt and learn in his work and perform the work allotted successfully.

Performance Appraisal and Rewards

Employees in an organization can be motivated and inspired through good appraisal and rewards systems. Recognition for the work is important in the career path of the employee in any organization. Employee retention is more in the organizations where there is a good and fair appraisal and reward system. Regular feedback sessions can work well in this regard. Better performance of the employee is directly and indirectly connected with the employee engagement of the employee.



HR Policies and Training

HR operations and training help to motivate the employees and improve employee performance. Many policies and strategies must be developed and implemented in the organization for improvement of employee engagement. Employee engagement in any organization depends on the involvement and performance of the employee.

METHODS

Methods for measurement and assessment can be either qualitative or quantitative. There have been many models proposed by many researchers for the increase of employee engagement in an organization. From Kahn to the Deloitte engagement models there has been huge research happening for this cause. This humongous research has great contribution from many researchers to identify the various variables and the way to handle them to increase employee engagement. (Muthu perumal, 2021)

1. **W.A. Kahn (1990)** conceived of it being made up of two distinct elements:

Emotional Engagement

A situation in which employees have strong emotional ties to their managers, feel their opinions matter and feel that their managers give them development input.

Cognitive Engagement

A situation in which employees know what is required of them, know their purpose or mission, are provided opportunities to develop, and are given feedback about how to progress in organization.

Kahn believed that employees have three psychological conditions for their work engagement and disengagement of work. These three factors are meaningfulness, availability, and safety. To understand more about these factors involved Kahn interviewed counselors and organizational members of an architectural firm. From the data collected he found out that workers were more engaged in work situations that offered them more psychological safety and when they were psychologically available.

2. Maslach, Schaufelli and Leiter Model

Another model of engagement is from the research work of Maslach, Schaufelli and Leiter on "Job burns out" in the year 2001. This model throws light on the characteristics that help in the engagement of the employee like the sustainable workload, Feeling of choice and control, Appropriate recognition and reward, supportive work community, Fairness and justice and meaningful and valued work. This model also gives the link between the six work life factors and various work outcomes. The research further argued that job characteristics, especially feedback and autonomy have been constantly related to the burnout process.

This model has given preference to the workload and the burnout faced by the employees. (Choudury, July - 2018)

3. Robinson, Perryman, and Hayday Model (2004)

The model has been developed by Robinson, Perryman and Heyday (2004), where it is described, that engagement is a two-way relationship between the employer and the employees. In the research paper "The drivers of employee engagement" it's been suggested that employee engagement is a positive attitude held by the employees towards the organization and its values. The model also suggests that an engaged employee is one who is aware of the business context and works with colleagues to improve performance within the job to add value to the organization. The model also emphasizes the commitment of employees that is possible when the organization continues to focus on developing and nurturing the employees. (Muthu perumal, 2021)

4. Saks Model 2006

The conceptual model for the employee engagement has been developed by Saks in the year 2006 in the context of his research work on "Antecedents and Consequences of Employee engagement" which focused on the three aspects which are employees and their psychological make up and experience, ability of the employer to create a conducive environment that promotes employee engagement and third is the interaction between employees at all levels. The researcher developed an evaluation process and showed the interconnection between three parameters: antecedents, employee engagement and consequences. Factors like Job satisfaction, Training and Development, awards and recognition and assertive relationship with peers and supervisors have been taken as antecedents that directly impact the state of engagement of employees that can be attributed to the factors like commitment, ownership, satisfaction, participation etc. The "consequence" are the result of the evaluation process that can be evaluated with customer satisfaction and enhanced performance measures. (Muthu perumal, 2021)

5. The Aon Hewitt Model

The Aon Hewitt model which was developed in 2011 examines both the individual state of engagement as well as the organizational antecedents. Engagement is stated as an emotional and intellectual involvement that motivates employees to do their best at work. This model has a global validation supported by over 15 years of research in organizational psychology. According to this model, engagement is an individual, psychological, and behavioral state and the behavior of satisfaction, increased sales, and other positive extra role behaviors.

Further according to this model, there are typically six engagement drivers and twenty-two organizational antecedents attached to these drivers that lead to individual's engagement in an organization. Engagement drivers are identified as

1. Quality of life
2. Work
3. People
4. Opportunities
5. Total rewards
6. Company practices



However, apart from the people factor rests are resulting through the people factors itself. Hence the people factor is the most crucial element driving the rest of the factors. Further the models say that the engagement drivers are interrelated, and they do not operate in isolation. (Muthu perumal, 2021)

6. Zinger model

The Zinger model was created by Psychologist and Educator David Zinger. This model focuses on strategy and organization. This model identifies employee's finite energy as a key factor to achieve the goal of genuine happiness. Zinger model helps in connecting, authenticating, recognizing, and engaging the employee. This model helps in maximizing employee performance and achieving great results for the organization. The Zinger model identifies developing career, leverage energies and experience of wellbeing as the factors affecting the employee engagement. Employees, when identified in an organization, feel connected with the organization and this factor will help in employee retention. The inter relation between employees and teams in an organization makes the work life positive and this motivates the employee to relate to the community. The employees of an organization feel engaged and motivated to work for customer satisfaction. All these factors help to achieve organizational results. (Choudury, July - 2018)

7. Deloitte model of employee engagement:

The Deloitte model developed in 2019 suggests that the employees should be engaged by creating a culture in the workplace where the employees would get involved, challenged, and respected. The managers in an organization should be able to create a workplace that is positive and irresistible to the employees. This model also comprises of five elements of the workplace culture which has its own relatable actions. The five drive elements of this model are meaningful work, Hands on management, Positive work environment, Growth opportunity and trust – in leadership.

A few of the innumerable models introduced by the researchers for better employees' engagement. A study of these models helps us to arrive at the variables that directly or indirectly affect the employee engagement in an organization. These variables affecting can be categorized by the following conceptual design. (Muthu perumal, 2021)

RESULTS AND DISCUSSIONS

From the model of employee engagement, we find that the variables that effect the employee engagement in an organization can be categorized as Work environment and culture factors, Job Security factors, Awards and appraisal system, Demographic factors, The factors that affect the employee emotionally plays a crucial role in the employee engagement. These are the demographic factors which are.

1. Age
2. Gender
3. Experience
4. Place of work
5. Income
6. Marital Status
7. Designation
8. Mother tongue
9. Educational Qualification

Age

Employees cooperate life starts at an age of 20 and depends on the company continues even after 60 years. Employees between the ages of 20- 25 years look out for high pay, challenging work and innovation in the work. Employees of the ages 25-30 years are mostly employees who are looking out for settlement in life and would have taken loans for various personal requirements. These employees are enthusiastic and thoughtful. They would like to jump in jobs only if the profile and raise is enough to fulfill their needs and ambitions. They are choosy and careful about such shifts.

Employees of the ages 30 -35 are mostly married and are little settled. Their needs are different, and they are satisfied with the job by choice, and they would not look out for a shift of jobs until unless there is a major issue in the existing organization.

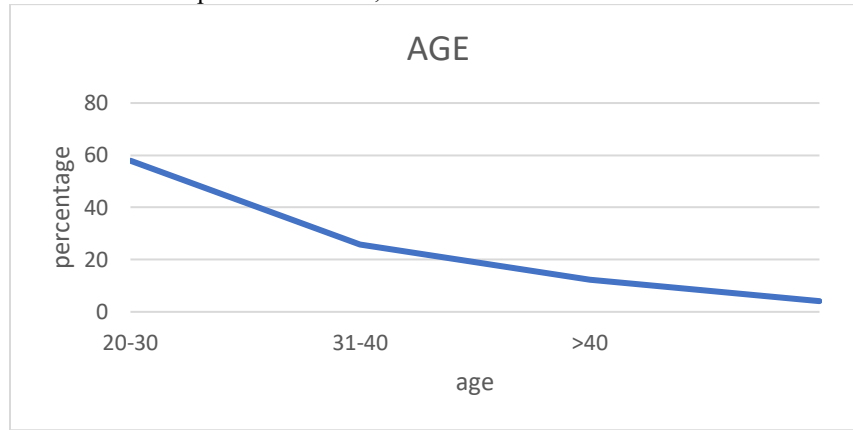
Employees of the ages 35-40 years are employees who are settled and would not look out for change until there is anything severe issue relating to the organization or personal issues. Employees in this age group would have personal responsibility and would have seen many increments in their experience. These employees are more interested in completing the assigned job with best and would be interested in the salary hike to support their family. These parameters as also applicable for employees over 40 years working in an organization.

Employees' needs and requirements also change as per the age group, so for the employee engagement of the employees, age is one of the factors it is dependent on. From various literature papers the statistics of the various age group of employees working in and IT organization shows that the respondents in an organization or different age groups are

1. 20-30 - 64.4% ,31-40 - 25.9 % and above 40 - 9.7 % (praveen kumar, 2016)
2. 25-35 – 44%, 35-45 – 51.3% and 45-50 -4.7% (Bhargavi V, 2015)
3. 21-25 -43% ,26-35 -39.2% and 46 -55 -1.5% (Kishore, 2018)
4. Below 25 -12% ,26-30 -40.9% ,31-35 – 31.3% and above 36 -15.9% (Suganthiya, 2020)
5. 20-30 -57.9%,30-40 :25.7% ,40-50:12.3%, above 50 :4.1% (Tatiparti, 2019)



By analyzing the collected data below is the pattern observed,

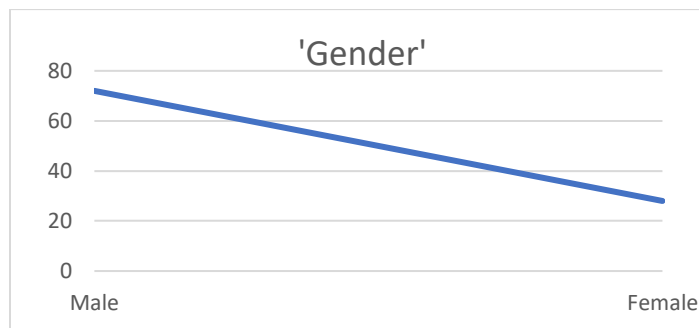


Gender

Every employee in an organization holds a great responsibility to make sure the overall performance of the organization increases periodically due to their performance. It doesn't matter if it is a male or female, every employee has equal responsibility. Employee engagement and Employee retention have different impacts on the different genders. From various literature papers the statistics of the various age group of employees working in

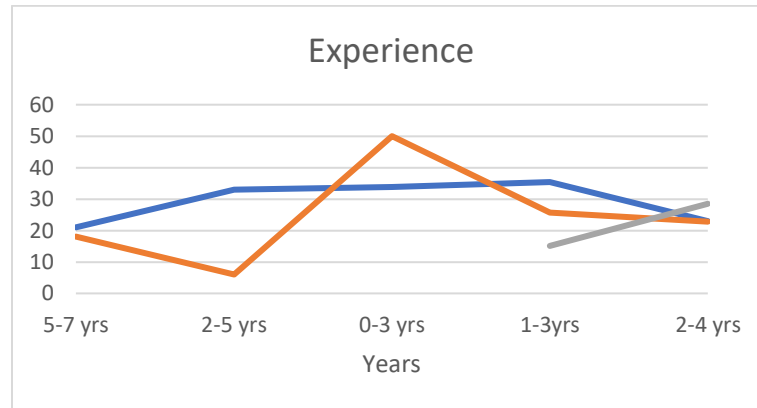
and IT organization shows that the respondents in an organization or different gender are

1. Male:60%, Female:40% (Monica, 2020)
2. Male:89.3%, Female:10.7% (Ranjan, 2021)
3. Male:35.7%, Female:64.3% (Tatiparti, 2019)
4. Male:78.38%, Female:21.61% (Pawar, 2016)
5. Male:72%, Female:28% (Rao, 2018)
6. Male: 74.7%, Female:25.3% (Bhargavi V, 2015)



3. Experience: Employees attain experience as they work and due to which there are many changes in their viewpoint and the way they handle the work. Experience improves proficiency in work. An experience employee understands his/her priorities at work, knows how to balance time and understand how to handle a stressful situation. Experienced employee engagement becomes crucial as they carry great knowledge and skill. From various literature papers the statistics of the various experience group of employees working in and IT organization shows that the respondents in an organization or different experience groups are

1. 5- 7 years -61%: 8-10yrs – 21%:>10 – 18% (Rao, 2018)
2. 2-5 -42%: 6-10-33%:11-15 – 6%:16-20-17.38%:>21 – 2% (AnanthaGowda, 2018)
3. <3 – 16.1%:3-7-33.9%:>7 -50% (Nidhan, 2016)
4. 1-3 – 21%:3-5-35.4%:5-7-25.7%:7-10-15.1%:>10-2.7% (Jha, 2019)
5. 2-4 -25.8%:4-6-23%:6-10-22.8%:>10-28.5% (Kumari, 2018)



Marital Status

Employee marital status impacts the employee engagement. Retention of employee depending on the marital status depends on many factors like the family income, Family dependents etc. From various literature papers the statistics of the employees working in, an IT organization shows that the respondents in an organization.

1. Married – 60%: Unmarried -36.7%: Widower- 3.3% (Bhargavi V, 2015)
2. Married- 70.8%: Unmarried – 29.2% (Jha, 2019)

Data has been collected from the different PHD papers and journals for the study of the impact of the demographic factors on

the employee engagement in the IT industry in various states of India. The analysis has been presented graphically and in the tabular form for the better understanding of the demographic factors impact on the employee engagement through different dependent factors and variables. Employee engagement can be measured through motivation, an appraisal system and other factors. Below are few findings of the employee engagement of the employees impacted by the demographic factors all over the sub- continent India. The data involves the significant impact of the demographic factors on the employee engagement of the employee in various IT industries.

Table 5.5 Demographic variations in Employee Engagement and its determinants

S.No	EE, Enablers of EE	Gender			Age			Education			Overall Years Of Experience			Designation		
		F value	Significance	Result	F value	Significance	Result	F value	Significance	Result	F value	Significance	Result	F value	Significance	Result
1	EE	11.008	0.001	✓	0.169	0.681	✗	8.05	0	✓	4.114	0.585	✗	4.857	0.008	✓
2	SOC SUP	9.425	0.002	✓	0.001	0.971	✗	5.592	0.001	✓	2.212	0.775	✗	2.316	0.1	✗
3	COMM	12.159	0.001	✓	0.062	0.804	✗	1.907	0.15	✗	2.858	0.779	✗	0.162	0.85	✗
4	JC	1.529	0.218	✗	0.41	0.522	✗	9.48	0	✓	1.244	0.111	✗	3.857	0.022	✓
5	CSE	3.553	0.06	✗	0.996	0.319	✗	5.347	0.001	✓	4.524	0.049	✗	0.985	0.373	✗
6	CDP	27.31	0	✓	0.506	0.477	✗	4.861	0.002	✓	2.066	1.36	✗	2.491	0.084	✗

(Monica, 2020)

1. The above data, we can understand that the employee engagement of the employee (EE) in Coimbatore is impacted by the Gender, Education and Designation. Age and experience don't show significant impact in the employee engagement of the employees in the IT industry of Coimbatore.
2. In the research done by Jagdeep Singh in 2013, analysis of the correlation existence between job experience and the employee engagement factor was done and the degree of correlation obtained was mild between both variables and it was positive i.e., 0.011 which stated that there was no impact of the in-job

experience on the employee engagement factor absorption. In the same research to understand the correlation of Gender and marital status and the employee engagement. As per the analysis, no significant differences were recorded among the average employee engagement factor absorption response pattern of the male and female respondents. Similarly, there were no significant differences recorded among the average employee engagement factor absorption response pattern of the married and single respondents' studies in the research study. (Singh, 2013)

Table 4.6 Discriminant analysis of different demographic variables with respect to engagement of respondents

	Wilks' Lambda	F	df1	df2	Sig.
Gender	.997	1.088	2	847	.337
Marital Status	.992	3.225	2	847	.040
Age	.963	16.280	2	847	.000
Qualification	.999	.229	2	847	.795
Designation	.905	44.398	2	847	.000
Present Salary	.939	27.680	2	847	.000

(Source: Compiled by the researcher)

Wilks Lambda is a statistical test used in multivariate analysis of variance to test whether there are differences between the means of identified groups of subjects on a combination of dependent variables. As per this test we find that the Marital status, age, designation, and salary are the variables that are likely to impact employee engagement status. Designation has an impact on engagement status. A significant outcome of the study is the role of salary as a factor that is likely to impact engagement status. (N, 2017)

gives an outlook on the significant factors influencing employee engagement. In this research a few of the demographic factors have been researched for their impact on the employee engagement of the employees and these factors are age group, experience, designation, mother tongue and marital status. The finding shows that the age group of employees of 20-30 years of age show high employee engagement in the organization with respect to the three factors and others don't have significant impact. Similarly, marital status has less impact on the employee engagement of the employee. Mother tongue and experience has impact on the employee engagement. To arrive at the conclusions Anova, T – Test, and Cronbach's alpha procedure has been applied on the collected data which includes 550 employees of 10 different software companies in Bangalore. (Phily, 2018)

3. In the research study done by Philcy Philip in June 2018 on the impact of the three factors i.e. Professional commitment, Career development and Job enrichment on the employee engagement of the employees of IT organizations of Bangalore. This research



The chart represents the high engagement of the employee with respect to the three factors considered i.e., professional commitment, Career development and Job enrichment. (Phily, 2018)

4. During Bhargavi V R research in July 2015, around 12 variables had been identified impacting the employee engagement of the employees in the global companies of Bangalore. The identified variables are regarding the work environment, Organizational culture, Leadership



style, Job Satisfaction and Involvement, Resource Support, Compensation Benefits-Employees Support, Senior Management, Company human resources policies and procedures, Quality of work life, Opportunities and Empowerment. The highest impact is because of the resource support which has mean percentage of 73.7% and least mean percentage is the compensation benefits which has mean of 62%. (Bhargavi V, 2015)

- The research done by Dr Shailashri V T, in February 2019 on "Introduction to the concept of employee engagement" there are great insight which can be adapted from it. This research gives an outlook on the various factors and their impact on employee engagement. We find employee engagement analyzed in 5 parameters, extremely dissatisfied, Dissatisfied Neither satisfies nor dissatisfied, Satisfies and extremely satisfied. We found.

- 59% of females more satisfied and this has impact on the retention factors of the organization compared to 5% male who expressed extremely dissatisfied in the research.

- Employees of Age group 40-50 are more engaged and are more likely to retain in an organization compared to 3% of 30 -40 and above 50 years age group employees who expressed extremely dissatisfied during the research.

- 53 % of the employees holding a postgraduation are more satisfied as compared to 22% of the undergraduate employees.

- Employees with experience of 4-6years are more likely to be satisfied compared to the 12% of employees having 2-4 years of experience. (Shailashri V, 2018)

CONCLUSION

Factors that affect the employee engagement can be classified in three ways i.e., Work related, HR policies which are top management related and personal factors that are employee related. Every factor has a significant impact on employee engagement.

From the data collected from the various Journals and Research papers we can understand a lot of research has been invested in understand the various factors and their influence of the employee engagement in an organization. There are a few highlighted research points which point towards the interdependency of the salary and monetary benefits and the employee engagement. Another aspect is the work life balance where the demographic factors come to picture to understand this engagement. Peace of mind and great outcome in work, such would be the influence of these factors on the employee engagement of the employees in the IT industry. One of the gaps that have surfaced during the data collection is the qualitative and quantitative analysis of the demographic factors influence on the employee engagement in a

detailed way. For example, Influence of family on the psychological behavior of the employee in an organization. This research can be extended to virtual and hybrid platforms.

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