

Career Development, Professional Contentment and Job Enrichment on Employee Engagement Level - An Embark Focused On Information Technology (IT) Employees in Bangalore City

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Abstract: *Improving the employee engagement level for optimum utilization of human assets is a challenge most of the IT organisations face in today's intensely competitive environment. This study aims to establish the relationships between career development, professional contentment and job enrichment on employee engagement level. The research methodology used in this research is descriptive research. In primary data, responses are collected through well framed questionnaires and direct interaction with the employees to selected sample of 550 respondents of information technology organisations in Bangalore city. The results of the study indicate that professional contentment, career development and job enrichment explained 81% of the variation in employee engagement level. Since the P value is less than 0.01, it can be inferred that the linkage between professional contentment, career development and job enrichment and employee engagement level is statistically significant. All three factors are having positive relationship with EEL (for PC $\beta=0.22$, $P<0.01$, for CD $\beta=0.26$, $P<0.01$ and for JE, $\beta=0.52$, $P<0.01$). The contribution of Job enrichment is more on EEL. The average score of career development is high compare to other two factors of employee engagement for low level of employee engagement.*

Keywords: Employee engagement, career development, professional contentment and job enrichment

Introduction

Fierce competition among organisations resulted in changes in the way organisations do business. In many organisations, competition has given birth to organisational changes. Changes in technology, markets, products, structure and leadership has resulted in changes in HRM practices and policies. Every organisation intend to be low cost, improve productivity and in a superior way innovative. Organisations in an attempt to reduce cost have gone for downsizing and laying off employees. The preference for leaner and meaner workforce resulted in fewer people doing the same work. This has backfired employers in the form of discontented and disengaged workforce. Organisations have realized that they cannot purely motivate their knowledge workers over monetary rewards and intractable supervision.

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Compared to any other industry, information technology organisations operate in extensively competitive environment with constant change in technology, increasing industry standards, product innovation and employee turnover. Bangalore is India's foremost information technology exporter. It is also known as the 'Silicon Valley of India' or IT capital of India. Some of the prominent technological organisations like Infosys, Wipro, IBM and Accenture are headquartered in Bangalore.

The involvement with an enthusiasm for work is termed as employee engagement. A highly engaged employee will generally deliver on pinnacle of everyone's expectations. Employee engagement levels have a sturdy impact on an employee's stance and accordingly on the company's bottom-line. Engaged employees evaluate their capability and strengths unconditionally in every point to deliver high levels of performance consistently.

Scrutiny of Literature Review

Research has identifies that engaged employees at the individual level execute better than non-engaged employees (Bakker, 2009). Engaged employee is concerned about the future of the organisation and willingly put his optimum efforts. Bakker (2009) explains four reasons that make engaged employees achieve better than non-engaged employees: engaged employees experience positive emotions such as happiness, enthusiasm, and joys; they have better health (Schaufeli and Bakker, 2004; Schaufeli et al., 2008); they are able to create their own job and personal resources (Xanthopoulou et al., 2007); and they even transfer their engagement to others in the organisation (Bakker et al., 2006). There is also a positive relationship between high level of employee engagement and individual, group and corporate performance in areas like retention, turnover, customer loyalty and profitability. Since there is a relationship between employee engagement and organization's outcome, the lesser the number of engaged employees in a company, the less the efficiency of that company will be (Harter et al., 2013).

Career development is the lifelong process of managing learning, work, freedom, and transitions in decision to oblige towards a personally determined and evolving preferred future. Career development is a life-long process. It is the responsibility of the organisation to develop career paths that helps can employee to understand their options to grow in the organization. A 1991 survey of 1000 private agencies, 70% of the respondents had or were planning to implement career development programs in the workplace (Gutteridge et.al., 1993).

The phenomenon of happiness seems to be comprised of four types of experiences: (a) pleasure, (b) joy, (c) ecstasy, and (d) contentment. Contentment emanates from a feeling of satisfaction which is a quieter type of happiness. The beginning of contentment can be traced to the phase of calmness that follows instinctual fulfillment; it is a "post-pleasure" experience. Inevitably ruptured by the cyclical awakenings of instinctual pressure, contentment nonetheless gets "structured" over time, giving rise to the ego capacity to be contented. The first Gallup World Poll in 2005 involved both a question on contentment and a series of questions on current affect. Professional contentment is the state of being happy and satisfied with the profession the employee is engaged in. Among knowledge workers, professional contentment plays a bigger role in increasing their output to the organisation.

Job enrichment is a medium on which management can inspire self-driven employees by assigning them additional undertaking normally reserved for higher level employees. By doing this, employees are given meaningful work, feel appreciated and germane to the company. These workers expect to be recognized as possessing a degree of expertise, which gives them the privilege to engage in meaningful jobs, the right to a high level of job responsibility, and the

ability to serve as their own judges in relying on inherent feedback; these rights are often realized through job enrichment practices (Dwyer and Fox, 2000; Janz et al., 1997; Hackman and Oldham, 1980; Bacharach et al., 1990). Basically, the literature on job enrichment proposes that jobs that are designed with increased job autonomy, control, and different skill requirements stimulates workers' affective and motivational systems by providing multiple and uncertain paths to job goals (Griffin et.al., 2001; Dwyer and Fox, 2000; Campbell, 1988). These jobs also create higher-level mental challenges that require from job incumbents skill and training, hence are congruent with their professional ethos (Bacharach et al., 1990). Most professional occupations has this enriched job content; even greater responsibility, accountability, and flexibility, and the need for higher technical, conceptual, and interpersonal skills, are predicted for the 21st century (Dwyer and Fox, 2000).

Objectives

The paper critically analyses the relationship exists between career development, professional contentment and job enrichment on employee engagement level among employees in 10 multinational information technology (IT) organisations in Bangalore city, Karnataka state, India.

- i. To identify the linkage between career development and employee engagement level among IT employees in Bangalore city
- ii. To identify the linkage between professional contentment and employee engagement level among IT employees in Bangalore city
- iii. To identify the linkage between job enrichment and employee engagement level among IT employees in Bangalore city

Scope of the Study

The present study is confined to career development, professional contentment and job enrichment on employee engagement level among employees in IT organisations. The research has been conducted in ten IT MNCs in Bangalore during 2015-16. The sample size was 550 IT employees.

Research Methodology

Source of Data

For the rationale of the study, both primary and secondary data had been collected. Primary data that had been collected is based on the field survey through a questionnaire. The secondary data that has been collected is through various sources of books, newspaper, reports and journals, publications and online databases.

Sample Plan

The sample had been selected through probability sampling in which, in this research, simple random sampling techniques were used. A sample size of 550 employees who were working in 10 multinational IT organisations in Bangalore was selected for the purpose of this research. Since, the name of the organisations cannot be unveiled this research paper will continue revealing those sectors as numbers. A structured questionnaire was used as a tool for obtaining the information. The data had been analysed with the help of statistical tools and techniques.

Analysis of Data

The table 1 below shows the reliability scores for professional contentment, career development and job enrichment

Table 1:

Factor No.	Factor Name	No. of Items	Cronbach's Alpha
1	Professional contentment	10	0.940
2	Career Development	6	0.836
3	Job enrichment	4	0.826

Linkage between the Professional Contentment (PC), Career Development (CD) and Job Enrichment (JE)) and Employee Engagement Level (EEL)

Professional contentment, career development and job enrichment explained 81% of the variation in employee engagement level. Since the P value is less than 0.01, it can be inferred that the linkage between professional contentment, career development and job enrichment and employee engagement level is statistically significant. All three factors are having positive relationship with EEL (for PC $\beta=0.22$, $P<0.01$, for CD $\beta=0.26$, $P<0.01$ and for JE, $\beta=0.52$, $P<0.01$). The contribution of Job enrichment is more on EEL. The plots showing the relationship between professional contentment, career development and job enrichment and employee engagement level are shown in Figures 1, 2 and 3 respectively.

Figure 1: The plots showing the relationship between professional contentment employee engagement level

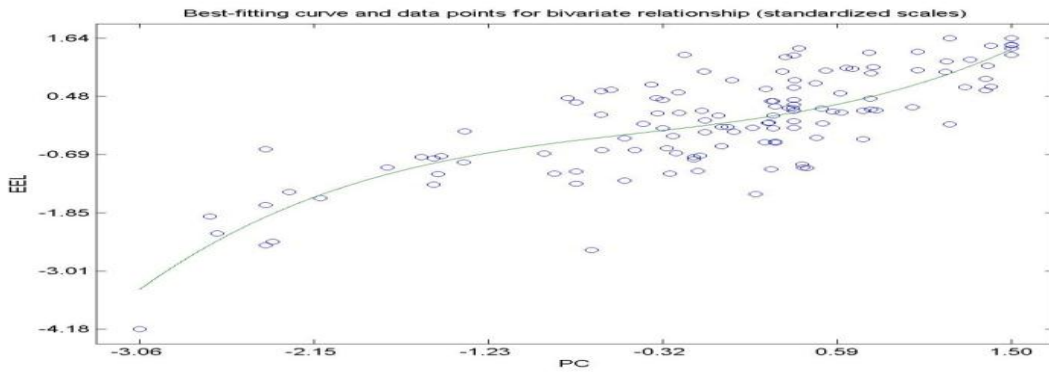


Figure 2: The plots showing the relationship between career development and employee engagement level

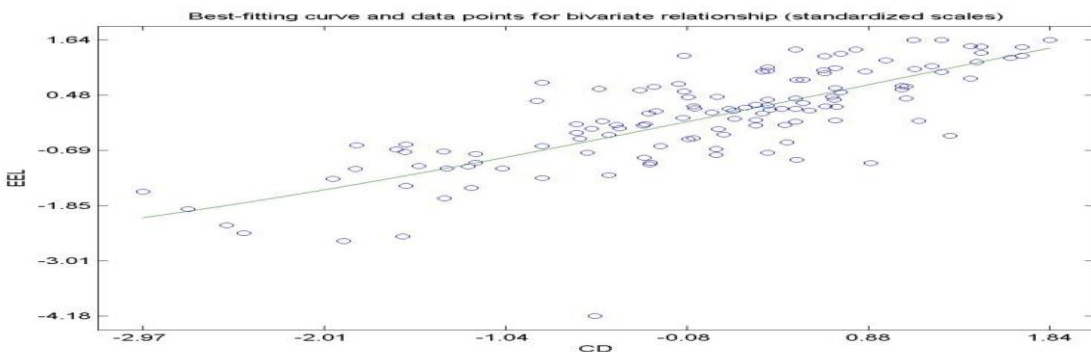
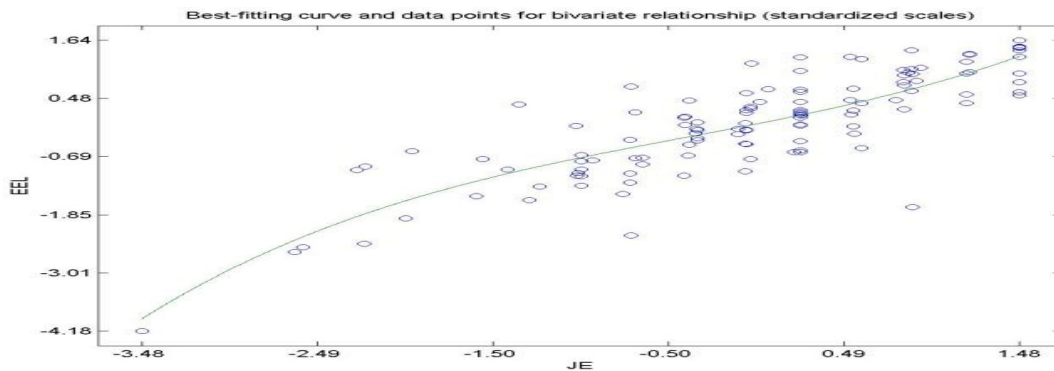


Figure 3: The plots showing the relationship between job enrichment employee engagement level



To find whether different levels of employee engagement are differing significantly in the average scores of professional contentment, career development and job enrichment, ANOVA was performed. The results of the same are discussed as follows.

Null Hypothesis: There is no significant difference in the average scores of professional commitment, career development and job enrichment for various levels of employee engagement.

Alternative Hypothesis: There is significant difference in the average scores of professional commitment, career development and job enrichment for various levels of employee engagement.

The null hypothesis was tested against the alternative using ANOVA and the following results were obtained as shown in table 2.

Table 2:

PC, CD, JE	Employee Engagement Level			F	P value
	Low	Medium	High		
Professional Contentment	1.750	3.092	4.059	224.38	0.000
Career Development	2.442	3.103	4.022	220.98	0.000
Job Enrichment	1.875	3.282	4.201	279.75	0.000
Total	1.983	3.133	4.076	321.99	0.000

The null hypothesis was rejected for professional contentment, career development and job enrichment, indicating that the means are significantly different for different levels of employee engagement. In the above table, we can see that the average scores are very high for high level of employee engagement and low for low level of employee engagement. The average score of career development is high compare to other two factors of employee engagement for low level of employee engagement.

Conclusion

The result of this research facilitate in understanding the linkage between professional contentment, career development and job enrichment and employee engagement level. Bangalore as the leading IT exporter contributes extensively to the GDP of India. IT industry will be able to sustain this growth only when the human assets they employee are highly engaged. The reverie of every HR manager is to have highly engaged workforce, who is

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proactive and willingly surrender themselves to the organisational welfare and growth. For majority of managers, it is a dream yet to be fulfilled. Many have tried and tested new methods and failed to achieve high engagement among employees. Engagement surveys are conducted every year with tear-jerking results.

This study has found a positive relationship between career development, professional contentment and job enrichment on employee engagement level. The contribution of job enrichment is more for employee engagement level among IT employees. Managers should trust their employees and give required autonomy in their job. Organisations should encourage employees to be part of decision making. Managers need to provide the employees with meaningful work, show the employees the career path in the organisation at the entry level itself. Provide the employees with training and development needed so that they can achieve the career growth. As the employees grow in the organisation, it is important to enrich their job, so that they treasure their contribution to the firm as well as the firm will be able to optimum utilizes their human assets.

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