

**IMPACT OF NON-MONETARY INTERVENTIONS TO
ENHANCE EMPLOYEE ENGAGEMENT IN INDIAN IT
SERVICES SECTOR**

A Thesis

Submitted in partial fulfillment of the requirements for the
award of the degree of

DOCTOR OF PHILOSOPHY
in
PSYCHOLOGY

By

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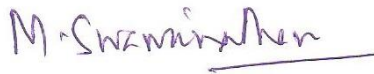
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2021

DECLARATION

I declare that the thesis entitled “Impact of non-monetary interventions to enhance employee engagement in Indian IT services sector” has been prepared by me under the guidance of Dr. Mridula Mishra, Professor and Domain Head, Mittal School of Business, Lovely Faculty of Business & Arts, Lovely Professional University. No part of this thesis has formed the basis for the award of any degree or fellowship previously.

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ABSTRACT

Employee engagement as a concept has caught the imagination of both practitioners and academia alike in recent years, because of the financial (increase in revenue, improved profitability, better productivity and higher return on assets) and non-financial (lower attrition, reduced absenteeism, better team collaboration and overall enhanced well-being of employees) benefits for the organizations (Freeney & Fellenz, 2013; Mani & Mishra, 2021a; Mercer, 2018; Gallup, 2017; Mani & Mishra, 2020a). Therefore, companies have spent billions of dollars on engagement initiatives – however with modest success (Whittington et al., 2017). Surveys conducted by leading HR firms have shown that only 15% of employees are actively engaged on their jobs, with an equal number who are actively disengaged and the rest does enough to get by (Gallup, 2017).

Engagement as a concept was popularized in the practitioners' world by leading HR consultancy organizations like Gallup, Aon Hewitt, Willis Towers Watson and Mercer among others before the researchers in academia took interest in the concept. However, significant research has happened in recent years that helped understand the basic construct and elements of work engagement. Nevertheless, the sheer proliferation of definitions and constructs of engagement also meant that there is no unanimity among researchers and practitioners about the elements of engagement and while such plurality of views enriched the understanding from different perspectives – management, organization behaviour, psychology, sociology and HR – it also added to the complexity of constructs (Bailey, 2016). Also, newer variables emerge that become relevant to the workforce at a particular point in time, which make modelling engagement dynamic as models need to keep pace with changing aspirations of the employees (Mani & Mishra, 2021b)

Nonetheless, all researchers broadly agree on three areas (Albrecht et al., 2015) when it comes to work engagement – a) engagement is identified by the energy demonstrated on the job; b) engagement is also demonstrated by the identification dimension of whether the employees identifies himself/herself with the organization and c) engagement is context specific. What works in one context (industry or geography) may not necessarily work elsewhere.

Rationale of the study

Indian IT companies witnessed spectacular growth over the past three decades to build a \$ 191 billion sector (NASSCOM, 2020). The IT industry was popular among aspirants as it offered large monetary benefits (high starting salaries, increments, bonuses, stock options, opportunities to work abroad earning in foreign currencies) to its employees as the companies consistently made high profits due to labour arbitrage. However, tough business environment during the past few years have forced Indian IT companies to reduce their dependency on monetary levers as a motivation and retention tool (Mani & Mishra, 2021c). These companies have to now leverage non-monetary levers to enhance the engagement levels of their employees (Mani & Mishra, 2020c). However, there is no empirically tested model of constituents of non-monetary levers that are available, for the HR managers in this industry, which can be leveraged. This thesis helps to fill that gap.

Significance of the study

Indian IT sector employs over 4 million people (directly) and engages over 12 million (indirectly) and has come to be closely associated with India's growth story. IT sector contributes about 8% of India's GDP (in 2019) and is critical (as part of overall service sector basket) in India achieving its \$ 5 Trillion economy aspirations by 2025 (Pwc, 2020; Mckinsey & company, 2020). Also, growth in IT sector and in high quality technology skills contributed directly in digitizing India across key social impact areas such as providing the citizens with Universal ID (AADHAR), direct benefit transfers, digital banking and computerization of several government departments that render important services to citizens – education, healthcare and infrastructure (CACM, 2019). Indian IT sector manages the technology infrastructure of global 2000 corporations and is singularly responsible for the positive (although not fully accurate) stereotype of Indians around the world as geeks, technology wizards and programming pundits. In many ways, Indian IT sector moves the world and has established 'Brand India' as a technological powerhouse (NASSCOM, 2020). Therefore, Indian IT sector is an industry of national importance for the country as it not only offers employment to millions of citizens of the nation and also earns precious foreign exchange, it also provides the catchment area for technology talent

that helps digitize India and contributes substantially to the economy of the nation (CACM, 2019). A booming economy allows the Government to allocate capital for social sector spending to improve the quality of life of hundreds of millions of its citizens (PwC, 2020). Therefore, India cannot afford to lose the momentum it has built in the IT sector for the past decades and any dip in employee motivation or engagement will have adverse and cascading effect on the economy. Given the reduced leeway to use monetary levers for enhancing employee motivation, the HR leaders of the Indian IT sector have to now rely on non-monetary levers to keep the morale high (Mani & Mishra, 2020c). While focussing on strategies to enhance work engagement for Indian IT sector, it would be prudent to study companies that have similar characteristics of Indian IT services sector and the strategies they have adopted to enhance employee engagement in their organizations –as it may offer useful insights. Therefore, three organizations – IndiGo airlines, HDFC and ICICI banks – are chosen as part of this study as they share the following common characteristics with Indian IT firms - they are founded in India, they operate in multiple different countries in the world – are global in nature, they employ a predominantly millennial workforce, they work in a demanding services industry and they work in an industry where competition offer similar products/services and differentiation becomes difficult. Since no study has been conducted for the Indian IT sector context on identifying the key non-monetary variables, building and empirically testing a model of constituents of such levers, this research work is expected to contribute to the existing body of knowledge that aids both practitioners and academics alike, thus making the research a significant one in the larger context.

Gaps in existing literature

Employee engagement has been studied for various countries, sectors and cultures. Recent research shows significant cultural differences of the influence of the constructs on engagement outcomes and thus engagement is context specific (Farndale, 2017). However, there has been no research till date on empirically tested model of constituents of non-monetary levers that aid employee engagement for Indian IT services sector. Moreover, engagement as a concept, similar to many other concepts like lean manufacturing and Agile, has been popularized in practitioners’

literature by several leading consultancy firms and subsequently caught the attention of academic researchers (Bailey, 2016) around the world. Therefore, academic literature on employee engagement for the Indian context, more so for the Indian IT sector context, is still at a nascent stage and is evolving area of research interest.

As engagement was studied from multiple different perspectives and by different stakeholders, it has resulted in diverse set of constructs and definitions – some of which were not grounded in theory, had measures with overlapping constructs or had constructs that are opaque to render itself for academic scrutiny (Macey & Schendler, 2008). Hence, there is a need to identify broad set of non-monetary variables specific to Indian IT sector context, that are available in literature, which are grounded in theory, collected and modelled using statistical rigor that can be leveraged by practitioners of the Indian IT sector. Lack of such a context specific research work is a gap in literature today, which the current work is attempting to bridge.

Objectives of the research work

The following are the objectives of the research work

1. Identify the various non- monetary levers available to motivate employees in the Indian IT services sector (Qualitative study, interviews and literature survey to identify the variables)
2. To develop and empirically test a model of constituents of effective non-monetary interventions to enhance employee engagement at work
3. Draw insights on the non-monetary levers that can be adopted by Indian IT services sector, based on the output of the model built.
4. Critique the best HR practices adopted by airline (Indigo) and banking (HDFC, ICICI) industries in India, to motivate employees using non-monetary levers, and lessons for Indian IT services sector

Extensive literature survey was conducted to identify non-monetary variables, grounded in theory that could potentially enhance employee engagement (Mani & Mishra, 2020a) for Indian IT sector and subsequently subjected to two exploratory discussions with over 20 experts in the Indian IT sector on the relevance of these variables for enhancing engagement. The final list of the 20 variables is given below.

Variables	Variables
Meaningful and purposeful work	Brand
Flexible working arrangements	Work-life balance
Appreciation /Recognition	Co-worker relations
Work Environment	Generous vacation policies
Accelerated career growth	Fully funded training
Coaching	Individual social responsibility (ISR)
Culture	Feedback
Autonomy	Procedural and distributive justice
CSR	Sabbatical
Leadership	Supervisor relations

The finalized variables totalling to 20 were then built into a survey instrument (a questionnaire) and administered to 450 employees (403 filled responses were received) of Indian IT companies after the instrument was subjected to two pilot tests and after it passed the validity and reliability tests.

Methods: Sampling, Sample size and Data collection

Stratified random sampling was used in the study. Since the population has different strata like programmers, project leads, project managers – to ensure the right representation of all stakeholders, stratified random sampling was chosen. The population was divided into multiple strata - junior associates (Software engineers), middle level associates (Project leaders, Team managers) and senior associates (Project Managers, Delivery Managers). Questionnaire was administered to all the strata and data was collected using the instrument. Data was collected primarily online and 403 entries were received that were complete in all respects. The reliability of the instrument was found (Cronbach's alpha) to be 0.846. Multivariate analysis, factor analysis (Data reduction and underlying structure) and logistic regression (to develop

a model) were used in the study. Quantitative research model was used in this study. The study involved identification of variables, designing of the instrument, data collection, checking the validity and reliability of the instrument and use of statistical tools to test the impact of independent variables (non-monetary incentives) on the dependant variable (employee engagement).

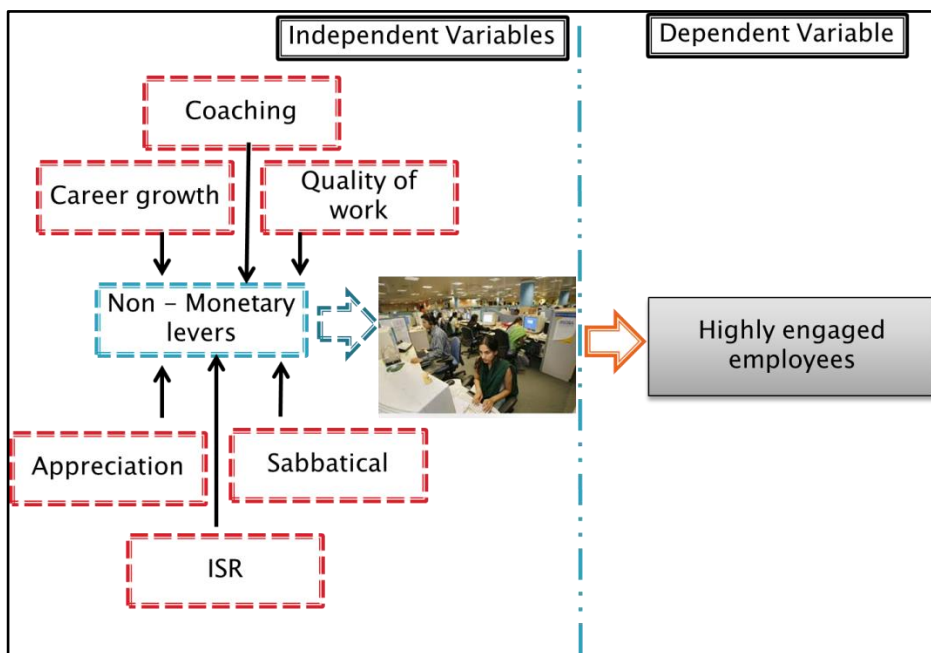
Hypotheses

H₀: Non-monetary incentives will not enhance employee engagement in Indian IT sector

H₁: Non-monetary incentives will enhance employee engagement in Indian IT services sector

Basic conceptual model

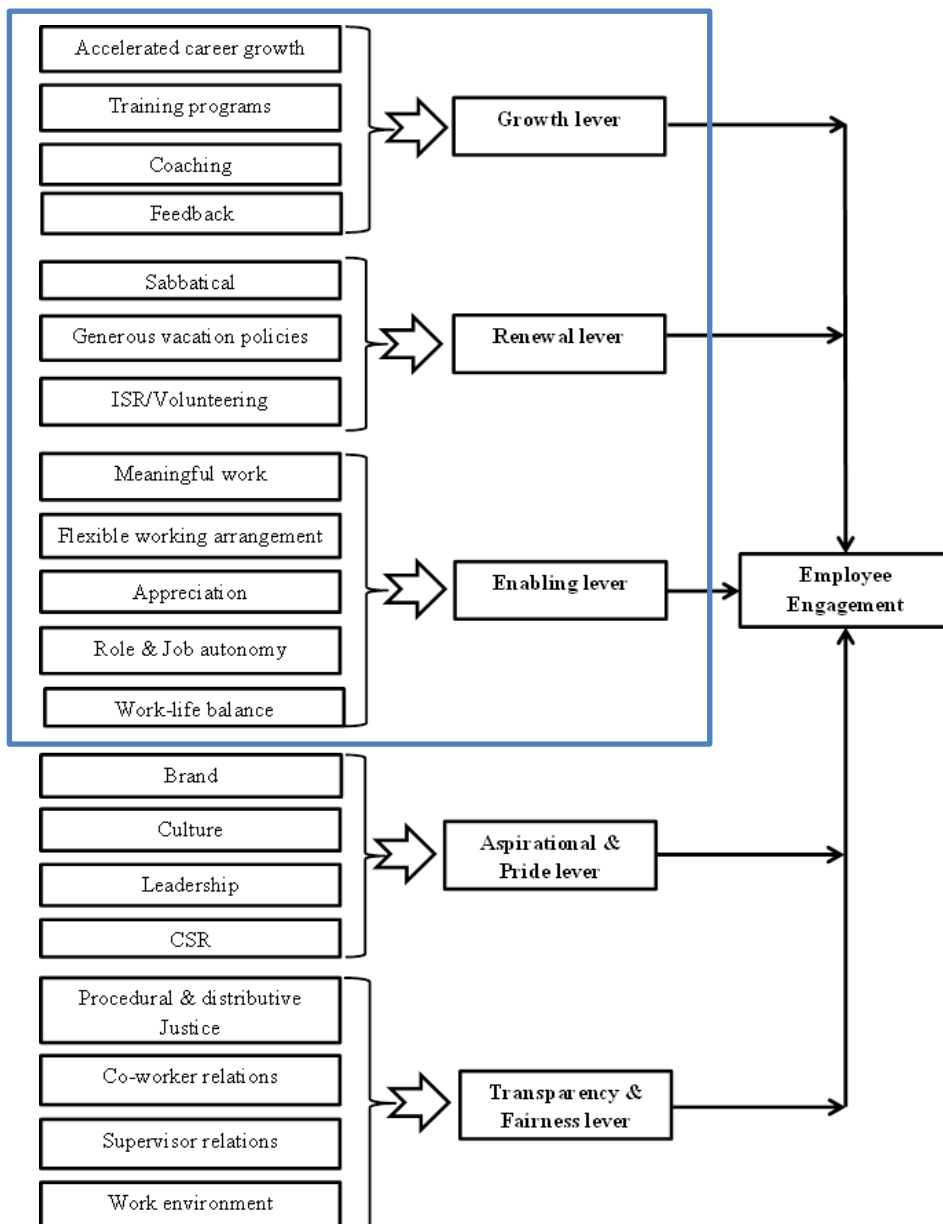
The basic conceptual model which has the non-monetary incentives as independent variables and employee engagement as dependent variable is shown below.



The basic conceptual model evolved into a more robust “GREAT” model after the data was subjected to factor analysis – to find correlation among latent variables that are reflected in the manifest variables so that smallest numbers of factors will be able to explain the maximum amount of variation in the items- as shown below.

Empirical Results and Discussion

Factor analysis reduced these 20 variables to five factors – *growth lever* (accelerated career growth, training programs, feedback and coaching), *renewal lever* (sabbatical, generous vacation policies and ISR), *enabling lever* (meaningful work, flexible working arrangement, appreciation, autonomy and work environment), *aspirational lever* (brand, culture, leadership and CSR) and *transparency lever* (Procedural and distributive justice, co-worker relations, supervisor relations and work environment) – which forms the acronym ‘**GREAT**’ (as shown in the figure below)



Logistic regression was used to study the impact of multiple independent variables (can be metric or categorical) on the dependent variable (that is dichotomous). In this study the independent variables are the five factors (Growth, Renewal, Enabling, Aspirational and Transparent levers) and the dependent variable was the Employee Engagement (Yes/No). After the analysis it was found that all the five factors of the ‘**GREAT**’ model aided employee engagement (thereby rejecting the null hypothesis) with three of them – *growth, enabling and renewal* levers – contributing significantly to enhance employee engagement as highlighted by the box below.

Logistics regression equation for employee engagement in Indian software services companies is given by

$$\text{Log (p/1-p)} = 3.376 + 2.551 F1 + 3.652 F2 + 1.380 F3 + 0.898 F4 + 0,847 F5$$

$$\text{Log (p/1-p)} = 3.376 + 2.551 \text{ Growth lever} + 3.652 \text{ Enabling lever} + 1.380 \text{ Renewal lever} + 0.898 \text{ Aspirational lever} + 0.847 \text{ Transparency lever}$$

The probability that employee engagement can be enhanced is given by

$$e^{(3.376 + 2.551 F1 + 3.652 F2 + 1.380 F3 + 0.898 F4 + 0,847 F5)} / 1 + (e^{(3.376 + 2.551 F1 + 3.652 F2 + 1.380 F3 + 0.898 F4 + 0,847 F5)})$$

Interpretation of the results

Statistically speaking, logistic regression showed a one unit change in ‘*growth lever*’ (that comprises accelerated career growth, training programs, coaching and feedback) has 2.5 times positive impact on engagement, while ‘*enabling lever*’ (that comprises meaningful work, appreciation, flexible work arrangement, appreciation and work-life balance) has more than 3.6 times positive impact and ‘*renewal lever*’ (that comprises sabbatical, vacation policies and ISR) has 1.3 times positive impact on employee engagement scores. In practical terms, this means that companies and HR managers would see significant benefits by leveraging the underlying variables of all the five factors of the **GREAT** model with three of the factors contributing substantially to enhancing the employee engagement of the associates in Indian IT sector. Furthermore, the case studies of the organizations in the services sector (IndiGo

airlines, HDFC and ICICI banks) revealed that while each of these organizations had unique strategies to enhance employee engagement tailored to their distinctive needs, they also had a lot of areas in common - all the three firms had a dedicated HR leader responsible for employee engagement initiatives, they conducted frequent EE surveys, they leveraged non-monetary levers to enhance engagement, they focussed on managing employee experience end to end, they offered flexibility and employability apart from making employee care as corner stone of HR strategy and everything they do in their companies.

Conclusion and Implications

Engaged employees bring significant business benefits to companies. Higher productivity, lower absenteeism, reduced attrition, better collaboration, overall well-being among others are known benefits. HR managers in Indian IT services companies who hitherto leveraged monetary levers have, now, an empirically tested model of non-monetary levers to enhance employee engagement in their companies. This thesis identifies 20 non-monetary incentives, built a model of its constituents and identified five factors that can positively impact employee engagement. These five factors - *Growth lever, Renewal lever, Enabling lever, Aspirational lever and Transparency lever (GREAT) model* - can be used to boost morale and create an engaged workforce in Indian IT services firms.

Finally, engaged employees will not only benefit Indian IT services sector but also benefit the country as a whole. India has ambitious plans to grow its economy from its present \$ 3 Trillion in 2020 to \$ 5 Trillion by 2025. A thriving economy is sine-qua-non for enhanced social sector spending in education, healthcare, food security, defence expenditure and building critical infrastructure. Services sector currently contributes almost 50% of India's GDP (and Indian IT sector's contribution is about 8% of India's economy) and has been a key factor in GDP growth over the years. If India has to meet its goals of \$ 5 Trillion economy by 2025, service sector needs to contribute almost 60% of the total pie; with Indian IT sector leading the way. Therefore, there is a larger, strategic motive for the Indian IT sector to get its motivation ingredients right; for its employees to give their absolute best. The progress of the nation and enhanced quality of life of its citizens are depended on it!

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LIST OF ABBREVIATIONS

AI/ML	Artificial intelligence/Machine learning
ATM	Automated Teller Machine
BPO	Business Process Outsourcing
BRICS	Brazil, Russia, India, China and South Africa
CACM	Communications of the Association for Computing Machinery
CEO/CIO	Chief Executive Officer/ Chief Information Officer
CMM	Capability Maturity Model
CoE	Centre of Excellence
COR	Conservation of Resources Theory
CSE	Core self-evaluation
CSR	Corporate Social Responsibility
Df	Degrees of freedom
DIPP	Department of Industrial Policy and Promotion
DNA	Deoxyribonucleic acid
DOSE	Dopamine, Oxytocin, Serotonin and Endorphins
EBIDTA	Earnings before Interest, Taxes, Depreciation, and Amortization
EE	Employee Engagement
EPS	Earnings per Share
ERG theory	Existence, Relatedness and Growth theory
ESOP	Employee stock option plans
FDI	Foreign Direct Investment
Forex	Foreign Exchange Reserves
FWA	Flexible Work Arrangement

GDP	Gross Domestic Product
GoI	Government of India
GST	Goods and Services Tax
HR/HRM	Human Resources/ Human Resource Management
ID	Identification
I-O	Individual - Organization
ISA Scale	Intellectual, Social, Affective scale
ISO	International Standardization Organization
ISR	Individual Social Responsibility
IT	Information Technology
ITeS	Information Technology enabled Services
JCM	Job- Characteristic Model
JD-R	Job-demands Resources Model
KPI	Key Performance Indicator
KPO	Knowledge Process Outsourcing
KMO	Kaiser-Meyer-Olkin
KRA	Key Result Areas
M&A	Mergers and Acquisitions
MAGIC	Meaning, Autonomy, Growth, Impact and Connection
MeitY	Ministry of Electronics and Information Technology
MLE	Maximum Likelihood Estimate
NASSCOM	National Association of Software and Service Companies
NPS	Net Promoter Score
OAG	Official Aviation Guide
OC	Organizational Commitment

OCB	Organizational citizenship behavior
OLS	Ordinary least squares
OTP	On-Time Performance
PwC	Pricewaterhouse Coopers
POS	Perceived Organizational Support
R&D	Research & Development
SCT	Social Cognitive theory
SDT	Self – Determination Theory
SE	Standard Error
SET	Social Exchange Theory
SEZ	Special Economic Zone
SIT	Social Identity Theory
SMART	Specific, Measurable, Attainable, Relevant and Time-bound
SPSS	Statistical Package for the Social Sciences
STEM	Science, Technology, Engineering and Mathematics
T&M	Time and Material contract
TCM	Three Component Model
TWITCH	Tech Mahindra, Wipro, Infosys, TCS, Cognizant and HCL
US	United States of America
UWES	Utrecht Work Engagement Scale
VC	Venture Capital
VUCA	Volatile, Uncertain, Complex and Ambiguous
WLB	Work-life Balance
WTW	Willis Towers Watson
Y-o-Y	Year on Year

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11		Book Chapter 2	Insights into the factors that influence consumer engagement – the pivotal role of marketing
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13		Book Chapter 4	Training as a non-monetary HR incentive to enhance employee engagement-Perspective from Indian software sector
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		Book Chapter 10	HRM as a source of enduring competitive advantage in the post pandemic world- a perspective from Indian software sector
	Appendix 5	Conference Proceedings	Contains proceedings of conferences where papers were presented
		Conference 1	IIM Kozhikode: Doctoral Colloquium: ‘GREAT’ model of non-monetary levers to enhance employee engagement in Indian software services industry
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		Conference 4	UPES Tech symposium: Reimagining Indian IT sector to achieve \$ 5 Trillion aspiration for India by 2025
		Conference 5	LPU, RBDS 2020: Reimagining Indian IT sector to achieve \$ 5 Trillion aspiration for India by 2025
		Conference 6	LPU, 2019: Strategies to Motivate Multi-Generational Workforce in Indian Software Companies: The ‘4E-4R’ Framework of Employee Engagement to build an Agile Workforce
		Conference 7	Indian Institute of Technology (IIT), Kharagpur: Doctoral colloquium: ‘GREAT’ model of non-monetary levers to enhance employee engagement in Indian software services industry
		Conference 8	IMS Ghaziabad: Challenges and Opportunities in “The New Normal” – perspectives for the Indian IT services sector
		Conference 9	Symbiosis University: Doctoral colloquium: Non-monetary levers to enhance employee engagement in Indian IT services sector
		Conference 10	Symbiosis University , SICBM 2021:Employee Engagement Constructs in Services Sector: ‘SERVE’ model of engagement
		Conference 11	MDI, Murshidabad: Non-monetary levers to enhance employee engagement in Indian software services industry
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	Conference 13	National Academy of Psychology (NAOP), 2021. 30th Convention at Indian Institute of Technology (IIT), Kanpur: Non- Monetary levers to enhance employee engagement in Indian software services industry - GREAT model of engagement	
	Appendix 6	Copyrights	Contains copyrights applied with copyright office, Govt. of India

		Copyright 1	‘GROW’ model of employee development – A holistic approach
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		Copyright 4	‘FAIR’ model for establishing Organizational Justice climate– A conceptual framework
		Copyright 5	‘SAFE’ model of enabling employees at work to enhance engagement – A holistic approach
		Copyright 6	‘MATES’ model for strategic partnerships – Alliance framework for IT companies
		Copyright 7	‘HYPER’ model of Workaholism and a Self-assessment tool to identify one –A conceptual framework
		Copyright 8	Creating meaningful and purposeful work culture to enhance employee engagement – the influence of personality traits
		Copyright 9	‘CRAFT’ model of skill building – A strategy framework
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		Copyright 11	‘ADIEU’ model of employee off-boarding – A conceptual framework
		Copyright 12	‘DEPART’ model to predict employee’s intention to quit - Assessment and Strategy framework
		Copyright 13	Survey instrument for building employee engagement models for any industry sector – An example from Indian IT services sector
		Copyright 14	‘INDUCT’ model of support for women re-joining workforce – A conceptual framework
		Copyright 15	‘SEAT’ model of Academic – Industry collaboration: A conceptual approach
		Copyright 16	‘RENEW’ model to recover from career stagnation – A strategy framework
		Copyright 17	‘FIRM’ model on impact of bullying at workplace and strategies to deal with it – A holistic framework
		Copyright 18	‘Value creation model’ for building sustainable competitive advantage for Indian IT services companies
		Copyright 19	Resilience – the best antidote during a crisis to enhance employee engagement ‘Recovery archetypes’ framework
	Appendix 7	<i>Additional Courses</i>	Completed 110 Coursera courses and obtained certificates. Few specialization certificates attached.

CHAPTER - 1

1 CHAPTER 1 : INTRODUCTION

1.1 Background

Employee engagement is one of the most debated topics in the corporate world these days as the benefits of engaged employees is well documented in literature – higher productivity, better quality output, improved collaboration among teams, lower staff attrition, improved employee well-being, organization citizenship behaviour among others (Mani and Mishra, 2020a). The downside of disengaged employees are also well documented, which includes frequent absenteeism, poor quality output, higher attrition and generally a stressed out workplace which is no longer excite employees. Despite spending several hundred billions of dollars (\$ 450 Billion to \$ 550 billion as per Whittington et al., 2017), every year, by companies around the world to enhance the engagement levels of their employees; several surveys by leading HR consultancy firms show the engagement levels continue to stay around 15% for companies across sectors and across countries (Gallup, 2017). The survey also shows an equal number (about 15%) of employees are actively disengaged and the rest (about 70%) somewhere in between in the continuum - doing enough to survive in their jobs.

Employee engagement has several definitions in the literature. A few prominent ones are given below

Engagement has been defined in terms of attitudes and behavioural outcomes, or as fluctuating personality traits or in terms of stable personality traits (Macey & Schneider, 2008; Schneider et al., 2010). Many others have defined engagement in terms of energy people have to put in sustained efforts to achieve organization goals (Byrne, 2015), the physical, cognitive and emotional efforts that are brought to bear to achieve organizational goals (Byrne, 2015), the practitioner literature mentions commitment to work, involvement and enthusiasm (Gallup, 2013) highlighting the concept of state based engagement.

Schaufeli et al. (2002) defined engagement as a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption”, “a persistent, positive affective-motivational state of fulfilment in employees that is characterized by high levels of activation and pleasure that is not focused on any particular object,

event, individual, or behaviour.” Bakker et al. (2008b), postulated that engagement is best conceptualized by “a high level of energy and a strong identification with one’s work”

Kahn (1990) defined personal engagement as “the simultaneous employment and expression of a person’s ‘preferred self’ in task behaviors that promote connections to work and to others, personal presence, and active full role performances”. Wiley et al. (2010) define employee engagement as “the extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplishing tasks important to the achievement of organizational goals”.

Maslach & Leiter (1997) defined employee engagement as “positive scores on the Maslach Burnout Inventory”. As per Harter, Schmidt, & Hayes (2002) “employee engagement refers to the individual’s involvement and satisfaction with as well as enthusiasm for work”. Saks (2006) constructs on employee engagement consists of “cognitive, emotional, and behavioural components those are associated with individual role performance”. Czarnowsky (2008) defined engagement as “Employees who are mentally and emotionally invested in their work and in contributing to their employer’s success”

Macey & Schneider (2008) conceptualized engagement into *trait, state and behavioural* constructs. They defined trait engagement as the “inclination or orientation to experience the world from a particular vantage point”; State engagement as “an antecedent to behavioural engagement encompassing the constructs of satisfaction, involvement, commitment, and empowerment”; and behavioural engagement “in terms of discretionary effort”. Macey et al. (2011) defined “Engagement as an individual’s sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed toward organizational goals.”

Shuck & Wollard (2010) defined employee engagement “an individual employee’s cognitive, emotional, and behavioural state directed toward desired organizational outcomes.” Kumar & Pansari (2015) defined employee engagement as “a multidimensional construct that comprises all of the different facets of the attitudes

and behaviors of employees towards the organization. The five dimensions of employee engagement are: employee satisfaction, employee identification, employee commitment, employee loyalty and employee performance”

There is equal number of different definitions of employee engagement in the practitioners’ literature too. Gallup (2007) defines engagement as “an individual’s involvement and satisfaction with as well as enthusiasm for work”. David zinger (2015) defines Employee engagement “as the art and science of engaging people in authentic and recognized connections to strategy, roles, performance, organization, community, relationship, customers, development, energy, and well-being as we leverage, sustain, and transform our work connections into results”. As per Bailey (2016), Aon defines engagement as comprising three components - “Say (employee advocacy), stay (intent to stay in the firm), strive (willingness to spend discretionary effort)”.

Each of these definitions gave a different perspective to the concept of employee engagement which should be welcomed because engagement per se is a multi-dimensional concept that cannot be confined by a single, all-encompassing definition. Therefore these multiple perspectives add richness and diversity to the construct that hopefully captures the myriad hues and colours of this complex yet fascinating concept of employee engagement. However, engagement sometimes is confused with related but different constructs of job commitment, job satisfaction, intention to stay and job involvement. There is enough research (Hallberg & Schaufeli, 2006; Inceoglu & Fleck, 2010) that posit engagement is a different construct compared to job involvement and organization commitment and therefore needs to be studied on its own. Also, sometime antecedents like personal resources and consequences like task performance are clubbed with work engagement which again needs to be studied separately. While there may not be an agreement on a single, universal definition of engagement, some core building blocks need to be present as underlying constructs to signal presence of engaged employee – one is positive work related state and second is willingness to contribute to company’s success.

At the core level, employee engagement implies the employees are willingly going over and beyond the call of duty to spend significant amount of their discretionary

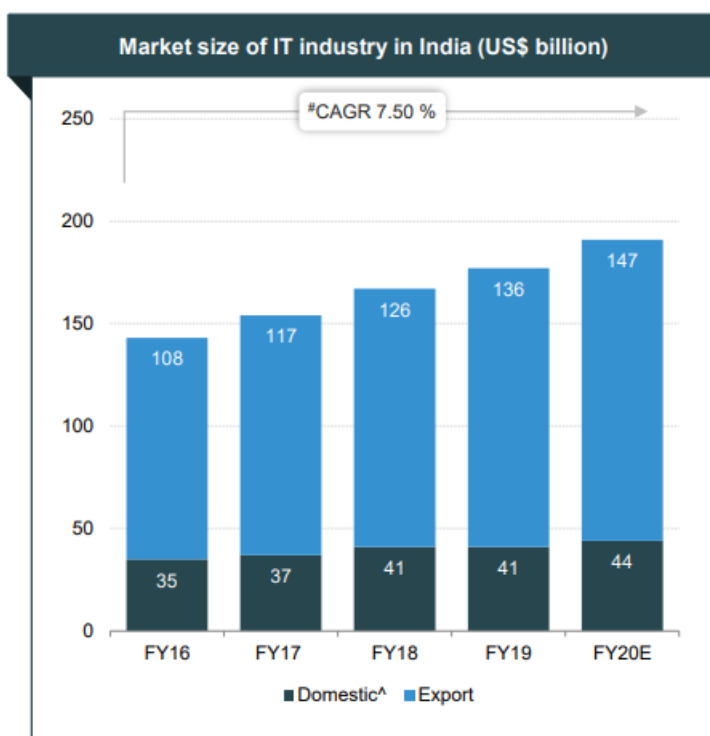
efforts to the betterment of the company. Presence of engagement is identified by high energy that it brings to the job and should not be confused with job satisfaction (which necessary implies satiation or contentment and typically signifies low energy) and willingness to spend that energy for the prosperity of the company. However, despite the known benefits of engaged employees and despite spending billions of dollars on engagement initiatives – the engagement scores of employees are around 15% across sectors and across countries. This research is focussed on recommending strategies to enhance employee engagement of one of the most strategic sectors for India – the Indian IT services sector. The Indian IT sector generates about \$ 191 billion in revenue every year (~ \$ 100 billion is pure play services revenues while the rest are ITeS, engineering services and product revenue) and employs over 4 million people, directly and about 12 million in indirect employment (NASSCOM, 2019). Indian IT companies contribute ~ 8% of India’s GDP in 2019 and are expected to lead the way of India becoming a \$ 5 Trillion economy by 2024. These companies manage the technology (IT) landscape of Global 2000 corporations around the world and have successfully established ‘Brand India’ as a technology powerhouse (NASSCOM, 2019). Success of Indian IT services companies have other positive ripple effects in terms of attracting billions of dollars of venture capital/Private equity firms to fund the start-up ecosystem in India

Indian IT services sector that has over 15,000 companies that constitute this sector is going through turbulent times during the past few years mainly due to the challenging business environment. This sector that has predominantly relied on monetary levers (due to spectacular growth for the past decades) to motivate its employees; needs to switch to non-monetary incentives (due to tough business environment) for building employee engagement. However, there is no empirically tested model of non-monetary incentives to enhance employee engagement specifically built for this sector. This study attempts to bridge that gap by identifying 20 non-monetary variables from literature and exploratory surveys to build a model of constituent of non-monetary interventions that can be used by practitioners in this sector to motivate their workforce. The next section traces the growth and evolution of Indian IT services companies and key reasons for their impressive growth trajectory over the past few decades.

1.2 Growth and Evolution of Indian IT/Software Services Sector

Indian software services (IT Services) companies have had spectacular growth over the past three decades and have always been an employer of choice for the millions of people working in these 15,000 plus companies that constitute the sector (NASSCOM, 2019). Indian software services sector has been the crown jewel for many decades now – employing over four million people (directly), and three times that number through indirect employment - earning billions of dollars of revenue for these companies and precious foreign exchange for the country. During the financial year that ended in 2019, this industry had generated US \$191 billion in revenue and more than US \$147 billion in exports. This sector has also established brand India, as a technology powerhouse, all over the world. Most of the global 2000 business corporations and public services organizations use Indian IT services companies to manage their technology infrastructure (NASSCOM, 2020). In many ways, Indian software services sector “moves the world”. Figure 1.1 below captures the growth of Indian IT services sector

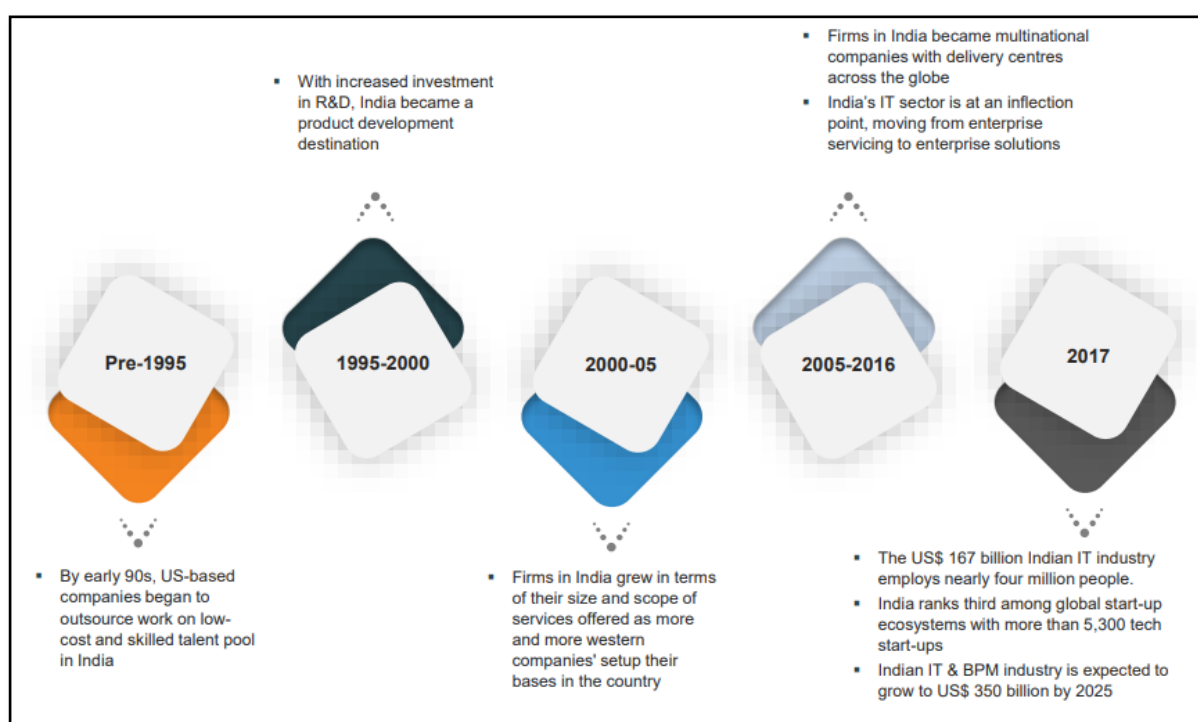
Figure 1.1: Growth of Indian IT sector



(Source: NASSCOM, 2020)

In the early 90s, the Indian IT sector started servicing clients in the US, predominantly using the onsite model (sending software engineers to the client location in the US) to complete projects. The Indian software engineers on short project assignments were cheaper than permanent local US hires which helped US companies to save costs on IT. Also, since any skill can be brought on board for short assignments, that suited the US companies to have a range of skills available to them, part time on need basis, than to hire expensive resources with restricted skills. Figure 1.2 below show the evolution of Indian IT sector.

Figure 1.2: Evolution of Indian IT sector



(Source: IBEF, 2020)

Subsequently, Indian IT companies built large delivery centres in India to handle client projects that had same quality output of projects delivered out of client premises but at much reduced costs (as much as 30% of onsite costs). Also, they built delivery centres across the world to adopt the “follow the sun approach”. Large multinationals set up their captive centres in India to tap the talent pool of engineers available and leverage the cost advantages. These companies were followed by other technology firms set up their R&D centres for similar reasons. Superior quality output at fraction of the costs was the twin engines that propelled the growth of Indian IT companies.

1.3 Key reasons for the spectacular growth of Indian IT services sector

There are several reasons for the impressive growth Indian IT sector, a few of the notable ones are

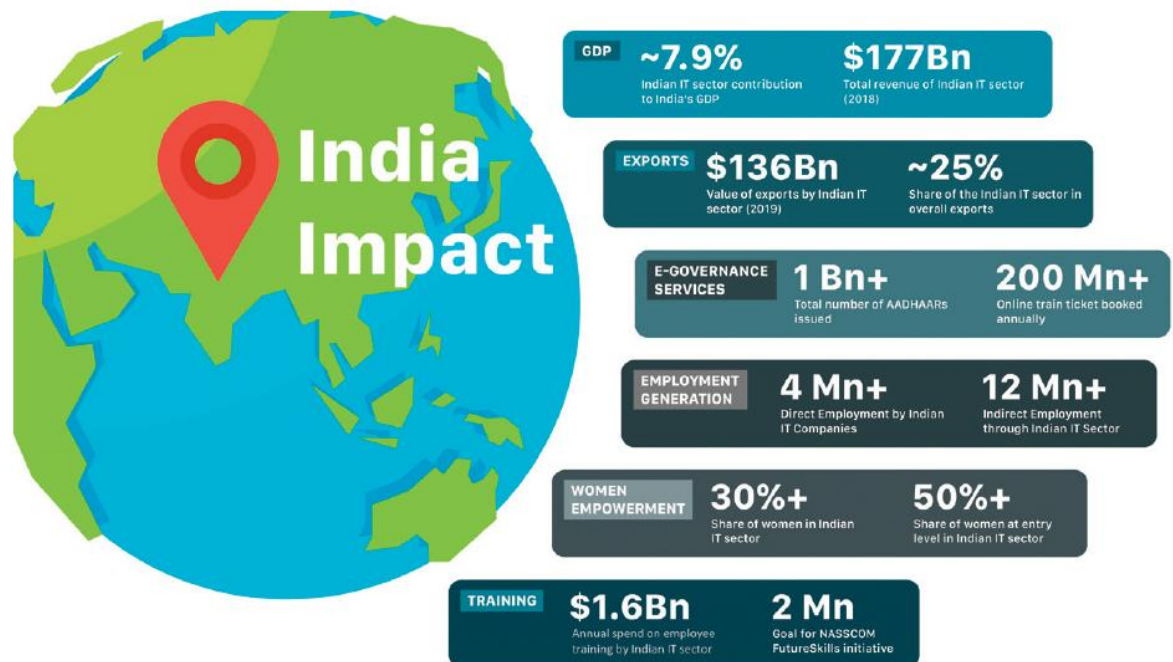
1. *Opening up of the Indian economy in 1991:* The globalization of Indian economy in 1991, when India undertook economic reforms to transform the economy by giving it the much needed impetus. This and friendly policies (creation of SEZs, tax-breaks) helped unleash the entrepreneurial and industrious nature of workforce to build a sunrise industry that now contributes to almost 8 % of India's GDP.
2. *Availability of trained and skilled human resource:* India's focus on STEM education and large pool of skilled resources that graduate every year from thousands of colleges gave access to a ready talent pool that could be deployed with some basic training in IT
3. *Labour and cost arbitrage:* The Indian IT sector grew in the initial phase, due to the significant cost advantages it could offer to global 2000 corporations (especially in the Western world, more so in the USA). Due to substantial differences in labour costs that exists between India and other western countries, Indian software services companies could help clients save major IT costs for their firms – US \$500 billion in the last five years alone (CACM, 2019).
4. *Time zone and forex rates advantage:* Substantial proportion of business of Indian IT companies comes from the US companies (about 50% now but about 90% during the initial years). Apart from forex advantage, there is 10 to 13 hours' time-zone differences between US (coast to coast) and India, which enabled Indian IT companies to run a 24 hours operation (by having a skeletal team onsite and a large team offshore in India) to support clients business at attractive price points.
5. *Focus on continuous training and world class process:* Indian IT companies had invested large sum on continuous training of their resources – that not only ensured they are deployment ready in customer projects at short notice but also helped to beat the frequent technology obsolescence the sector faces. Apart from training, Indian companies embraced world-class software development processes by way of adopting best practices recommended by CMM & ISO certification authorities, which helped in replication and scaling the business.

1.4 Impact of IT sector for India

The rise of the IT sector has contributed in several ways to building the country

1. *Job and wealth creation:* The IT sector employs over 4 million people directly and over 12 million indirectly. But for the emergence of the sector, millions of educated Indian youth would have struggled to find gainful employment. The sector is well known for wealth creation for lots of middle class Indians in the recent times; with hundreds of dollar millionaires created from average middle class families – these stories are part of urban legend.
2. *Contribution to India's growth:* The sector contributes close to 8% of India's GDP and about \$ 136 billion to India's exports, earning precious foreign exchange. Figure 1.3 below shows the impact of this sector on the country on building digital infrastructure, technology inclusion, re-skilling and overall economy of the nation. Indian IT companies have helped build India's brand as a technology powerhouse

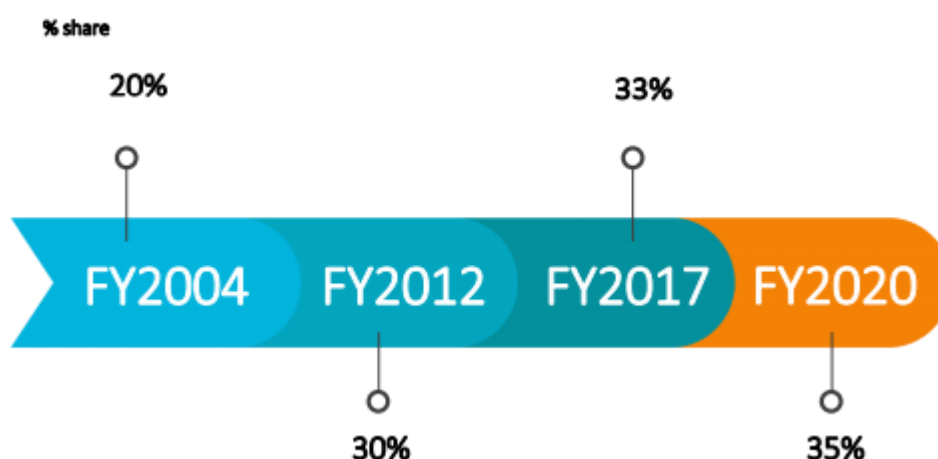
Figure 1.3: Impact of Indian IT sector on the country's progress



(Source: CACM, 2019)

3. *Women in workforce:* Women constitute about 35% of the Indian IT sector employees and growing at a faster rate. About 28% of the women employees are primary bread earners for their families. Figure 1.4 below shows steady increase in proportion of women in the Indian IT sector and has turned out to be sector of choice for women with over 1.5 Million employed full time in this sector

Figure 1.4: Proportion of women employees in Indian IT sector



(Source: NASSCOM, 2020)

4. *Multiplier effect:* The growth in IT sector also helped several other social sectors in the country to benefit from the technology skills available in the country to digitize their area of operations, thereby enhancing citizen experience – for instance, computerization of railway reservations, universal ID for citizens to access government benefits due to them, digital banking services, computerization of ports, shipping, logistics, crime detection, passports, Goods and Services Tax (GST) system and many more. Growth in IT sector helped spawn a fledgling start-up ecosystem that leveraged technology services to run their operations – eg Flipkart, Big Basket, Swiggy etc which all went on to become Unicorns (Venture capital funded firms that had valuations > \$ 1 billion)
5. *Brand India:* Indian IT sector has established India as a technology powerhouse around the world. Indian origin CEOs of technology firms has enhanced India’s reputation - from a struggling country to a country that has immense potential. This perception changes have brought significant FDI in unrelated but connected sectors like financial services, Travel and hospitality, aviation among others.

1.5 Current HR challenges - Changing nature of Indian IT Industry

Indian software services companies have become closely identified with India's growth story, for their important contribution to the Indian economy- both in terms of providing jobs and earning precious foreign exchange for the country. After three decades of continuous influx of employees (both laterals and fresh hires), the profile, the composition, characteristics, expectations, values & beliefs of the workforce has also changed. With the change, came the complexity of managing the workforce, as they were no longer homogenous 20 something but a diverse one.

1.5.1 Some recent trends that are impacting the Industry

1. *Four generation of workforce*: For the first time in history, there are four generation of workforce (adapted from Mannheim, 2012) employed in Indian software services sector. These cohorts have different sets of aspirations, characteristics and expectations from work and from life. Table 1.1 shows details.

Table 1.1: Four generation of workforce, their characteristics and expectations

#	Category	Key Characteristics	Expectations from work
1	Baby boomers (born between 1946 and 1964)	Hard working, loyalty to one company, traditional outlook to life, deference to authority, hierarchical outlook	Stability, consistency, limited changes in roles, long term orientation, steady-state projects, delayed gratification
2	Gen X (born between 1965 and 1979)	Independent, flexible, loyalty to role, needs work-life balance, global outlook	Seeks variety in roles, policies to enhance work-life balance, importance of good work culture
3	Gen Y or Millennials— (born between 1980 and 1994)	Interdependent (premium on social capital), loyalty to the skillsets, strong support for social causes, global outlook	Task identity and task significance are important, career advancement, rewards and recognition, meaningful work (job design), Time-off for volunteering
4	Gen Z (born after 1995)	Fiercely independent, loyalty to learning, short term orientation, confident, strong sense of purpose, work doesn't define their life	Comfortable with start-up culture, high tolerance for ambiguity, need constant stimulation (many short projects), instant gratification, rewards and recognition

While this diversity is a great opportunity and a force multiplier, it also brings its own challenges for HR managers

2. *Varied tenure of the workforce*: Not long ago, most of the employees of Indian software companies were full-time tenured. But that is changing now. It's common to see part-timers, consultants, freelancers, temp workers, interns, retirees on extension working alongside full-time employees. Each of these categories of workers has different needs and expectation from the companies. While, it is reasonable to expect full-time workers to have long-term orientation and delay gratification, the rest of the categories will necessarily have short term perspective of their role with the company. However, the productivity of the company depends upon everyone working in a symphony which creates additional HR challenges to keep the workforce motivated. "What's good for the goose is NOT good for the gander" in this case.
3. *'Uberization' of the workforce*: Increase in freelancers has created a pool of skilled and ready to be deployed workforce that can be 'summoned' on demand. What once started with content writers, documentation specialist, web designers and other 'peripheral' roles are moving into the core now – Java developers, software testing engineers and so on. Once this trend accelerates, HR will have to contend with yet another challenge of integrating these inherently, 'ultra-short term' orientation of temps with other categories of employees to deliver seamless experience for their end customers
4. *Increasing diversity of workforce*: Indian software companies are becoming more diverse, with specific programs to encourage diversity. Not just in terms of gender but also education, work history, geography, physical ability (common to see special recruitment drive to hire differently abled people), skills and age. Getting the mix right in terms of policies that appeal to all of them is a daunting task.
5. *Changing expectation from existing staff*: Over the years, the people employed in Indian software companies have had opportunities to travel and work in different countries. They have sampled different cultures, worked with locals and have

exposure to some of the best practices prevailing in these countries. They are expecting many of those best practices to be implemented at their base locations as well – ‘work from home’, ‘flexible work hours’, ‘sabbatical’, ‘generous vacation polices, maternity polices’ and more. HR strategies need to accommodate the changing aspirations of full-time staff.

6. *Reduced dependencies on monetary levers to motivate employees:* The Indian software services sector, which was once famous for its liberal usage of monetary levers (high salaries, stock options, bonuses, abroad postings to earn dollar salaries), are reducing costs due to tough business environment, margin pressures, uncertain customer demand, changing nature of competition and limited ability to predict long term business pipeline. HR leaders now have to increasingly rely on non-monetary levers like accelerated career growth, autonomy, meaningful and purposeful work among others to keep the workforce engaged.
7. *Pressures to hire locals in western countries:* Increasingly, governments in the western world are coming under pressure from their citizens to pass regulations that mandate companies in their countries to hire locals instead of outsourcing work to India. These regulations have an impact on the projects that can be outsourced to Indian IT companies as there is enormous scrutiny on offshoring technology jobs to India. Also, pressure to hire locals coupled with difficulties to obtain work visas have also reduced avenues for Indian software employees to be deployed abroad for IT projects – which was one of the biggest attraction for IT sector employees
8. *Rise of Philippines, Eastern European countries as an attractive IT destination:* Increasing competition for the same IT projects/dollars have now arisen from IT companies that are based in Philippines (which overtook India as the most outsourced destination for BPO work in 2017) and Eastern European nations. The huge advantage of cost arbitrage and large pool of skilled resources that India had over decades have been matched by these countries. So this has added to the business pressures that Indian IT companies are already facing which complicates further the HR’s challenge on retaining talent with monetary incentives.

9. *Increasing VUCA world/business environment:* Indian IT sector had a meteoric rise for the past three decades, which saw steady growth in revenues and profitability for decades before it hit turbulence in the recent past. Even earlier when IT sector faced challenges like business uncertainty during 9/11 attacks in the US, recession in 2008 due to subprime financial crisis and business slowdown in 2013, the recovery has been quick. However, not only the business dips are more frequent now, the covid-19 pandemic being the latest challenge, the recovery seems to be taking time too. Indian IT sector which was used to growth rates of 25% y-o-y in revenue and profitability for many years, have to now get adjusted to the new normal of muted revenue growth and profitability. Not only the hiring has slowed down significantly, the raise has been deferred in many IT companies. The IT sector which had witnessed net new addition to jobs every quarter for over 30 years, witnessed a net reduction in workforce for the first time in 2018 (NASSCOM, 2019). HR leaders in IT sector need to come up with alternative strategies to motivate and engage the workforce as monetary levers are drying up.
10. *Rise of start-up ecosystem:* There are over 9000 start-up companies (CACM, 2019) in India that has received over \$ 10 billion in venture capital (VC) funding from top VC firms in the world. Most of these technology based (or those leveraging technology) start-ups need pool of competent software engineers to scale their companies. Indian IT services companies with their well-trained workforce have become the catchment area for the start-ups. Also, millennials who form a large proportion of the workforce in IT services firms are comfortable with the 'risk-reward' model offered by the start-ups and would be willing to leave IT software services if not sufficiently incentivized.

These changes have created a huge challenge for HR managers to retain the employees and keep them motivated. There are different shades to employee engagement and HR managers need to understand various constructs of engagement – including how to leverage the non-monetary levers - to respond with suitable strategic interventions. This research will offer an empirically tested model of non-monetary levers that HR managers can take advantage off to motivate their staff.

1.6 Benefits of Employee Engagement

The benefits of engaged employee have been studied from the individual perspective (achieving full potential, overall well-being), team perspective (bonding, collaboration), organizational perspective (increased productivity, better quality output) and overall society perspective (positivity rubbing on other walks of life such as personal and social relations).

The main reasons to study/adopt employee engagement as a concept for companies are that the benefits that accrue from engaged employees are several folds:

1. *Performance*: Engaged employees deliver significantly superior performance for an organization than disengaged employees, as shown in the following sections
2. *Retention*: Engaged employees tend to stay longer in a company and contribute to its success. Studies show that engaged employees tend to stay 1.5 time longer in a company than disengaged employees (Vance, 2006)
3. *Source of differentiation and competitive advantage*: Engaged human resources that brings in energy and identify with the job roles, to work towards success of the organization, is a source of enduring competitive advantage for firms that cannot be easily imitated or copied by competition.
4. *Multiplier effect creating a virtuous cycle*: “The ripple effect of engaged employees for the organization (happier work-place, better collaboration, going beyond call of duty), for the individual (overall well-being, healthy life) and for the community (volunteering efforts) is well documented. This creates a positive spiral of engaged employee at work making positive contribution in the community and at home which aids her work creating a virtuous cycle.”

Impact on the Individual and on the team

There are several researches that have highlighted the benefits of engagement on the individual including overall well-being and reduced absenteeism (Harter, 2002). Other studies (Freney & Fellenz, 2013; Hu & Schaufeli, 2011; Biswas & Bhatnagar, 2013) “highlight the impact on life satisfaction, better health and improved morale among individuals who are engaged at work.” There is a strong correlation between engagement and performance of the team and the individual (Salanova et al., 2005; Van Bogaert et al., 2013; Leung et al., 2011). On the flip side, the downside of

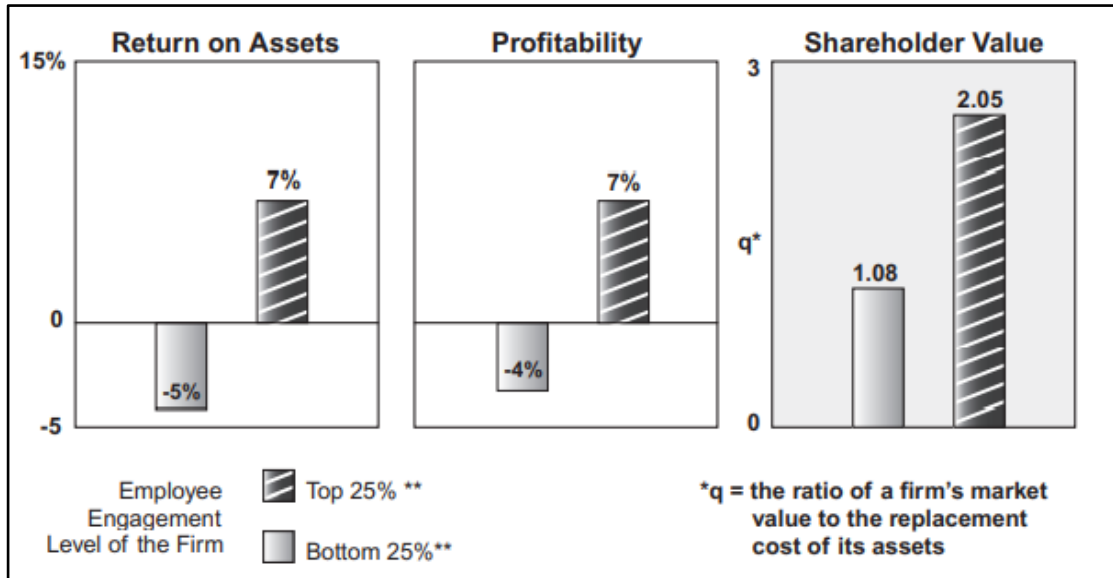
disengaged employees including stress, burnouts and poor health have been demonstrated by Hallberg & Schaufeli (2006) and Buys & Rothmann (2010). Few studies have studied the positive link between disengaged employees and deviance behaviours (Den Hartog & Belschak, 2012). Work engagement has positive effect on the individual outside the work settings too. Harter et al. (2003) postulated that work engagement leads to development of healthy life habits and increased well-being of the person. “The employees have roles outside of work and engaged employees have cognitive and emotional energy to involve themselves in community as well.” Maslach et al. (2001) suggested that the opposite of burnout is a life full of meaning and purpose for the individual. So, research has conclusive shown the positive relations between high engagement and favourable outcomes like overall well-being, good health, increased life satisfaction, better quality output, harmonious relations with co-workers, less stress and burnouts for the individual. The impact on teams’ performance is positive too. On the contrary, disengagement has several negative outcomes on health, productivity and behaviours of the individual. Similar results have been found on the overall organization as well as shown in the next section

Impact of engaged employees on the Organization

Gallup, which is one of the leading HR consultancy firms, conducted a meta-analysis of 263 research studies across 192 organizations in 34 countries that spanned 49 industries and found a correlation between employee engagement and performance outcomes of these firms (Sorenson, 2013). Gallup also found that firms also benefitted from higher productivity (17%), higher sales (20%) and higher profitability (21%) from engaged employees. Studies undertaken by another leading HR firm, Mercer (2018) found a correlation between stock gains (16% vs 3%) and presence of engaged employees in companies (high vs low engagement levels). In a study of 65 companies, across different sectors, conducted by Macey et al. (2011), they found that the companies in the top 25% on the engagement index outperformed those that are in the bottom 25% on all financial parameters as return on assets, profitability and shareholder value as shown in figure 1.5. Similarly, studies conducted by other researchers (Rayton 2012, Kumar and Pansari 2015, Czarnowsky, 2008; Ketter, 2008) found a correlation between employee engagements and growth in profits. Companies

that had engaged employees had three times more operating margins for one year compared to companies that had low engagement employees.

Figure 1.5: Impact of engaged employees on the organization



(Source: Macey & Schendler, 2008)

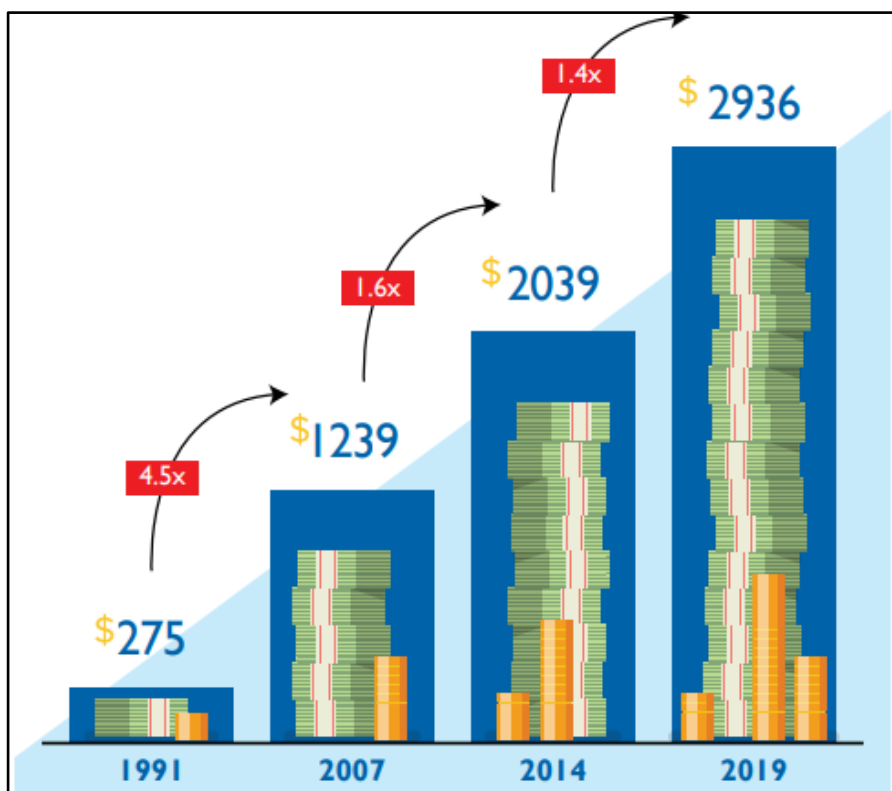
Longitudinal studies of 30 companies by Kumar & Pansari (2015) showed that companies that moved from ‘disengaged’ to ‘somewhat engaged’ category of employee engagement showed 19% increase in earnings from share (EPS). “And companies that moved from ‘moderately engaged’ to ‘fully engaged’ category had 132% increase in EPS. Moreover these researchers found that highest profit growth (10 % to 15%) occurred in companies where employees were highly engaged and lowest growth (0% to 1%) in profits occurred in companies where employees were disengaged.” Multiple related studies have shown higher levels of engagement is associated with reduced attrition levels (Maslach, Schaufeli, & Leiter, 2001; Saks, 2006; Shuck et al., 2011), enhanced productivity (Christian et al., 2011), better customer service; (Fleming & Asplund, 2007), discretionary efforts (Richman, 2006) better workplace safety (May et al., 2004) and higher revenues and profitability (Vance,2006; Wagner & Harter, 2006; Xanthopoulou, et al., 2009a). Engaged employees influence outcomes for the organization like better financial performance, improved customer satisfaction and lower attrition (Harter, 2002).

1.7 Need for research

1.7.1 Indian Economy

Indian economy is close to \$ 3 Trillion in 2019 with services contributing the maximum share followed by manufacturing and agriculture (figure 1.6). The share of service sector to India's GDP is close to 50% in 2019. "The GDP of an economy is the total monetary (rupee) value of all goods and services produced in an economy within a year." The economy needs to continue to grow to support the rising population – in terms of jobs creation, social sector spending (healthcare, education) and infrastructure among others. "India has set an ambitious target of reaching \$ 5 Trillion economy by 2024-25." To reach this ambitious goal of \$ 5 Trillion, it is expected that services sector has to contribute \$ 3 trillion, manufacturing \$ 1 trillion and Agriculture \$ 1 trillion to the GDP. Therefore, if India has to achieve its goal, the services sector needs to continue to lead the growth trajectory to become 60% of the overall Indian economy from the present 50% share of the GDP.

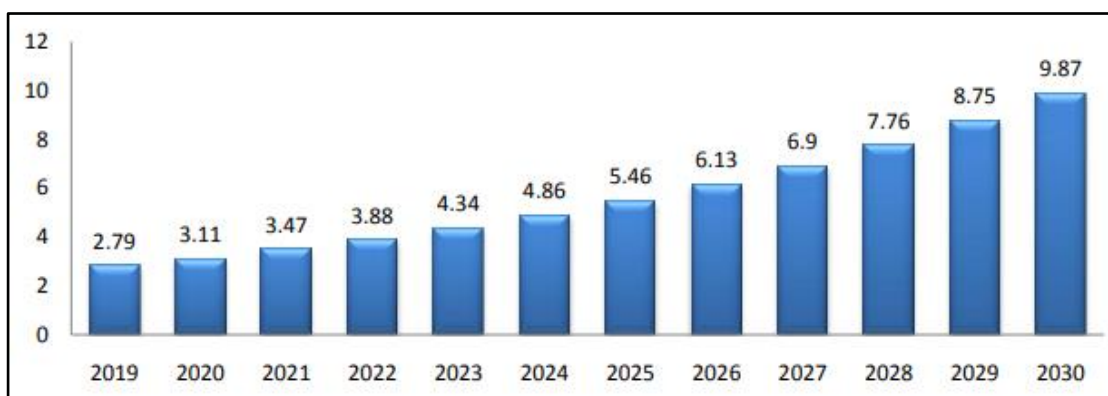
Figure 1.6: Indian economy in \$ Billion in 2019



(Source: DIPP, Yes Bank, 2019)

Since the 1990s till date, the growth of India GDP was led by Indian IT sectors which helped the exports go from \$ 6.3 billion in the year 2000 to \$ 83.5 billion in 2018-19 – a growth of about 13 times. The Indian economy is slated to develop significantly in the next decade to reach a \$ 10 Trillion economy by 2030 as projected in the figure 1.7. India is regarded as one of the high potential growth economies and is clubbed with other growing economies of Brazil, Russia, China and South Africa and called BRICS countries (World Bank, 2016). The demography (60% of population below the age of 35 years), large captive demand of a growing and aspiring educated middle class population, increasing disposable incomes, availability of inexpensive and skilled manpower among others have made India an attractive destination of foreign direct investments (FDI).

Figure 1.7: Projection of Indian economy by the year, 2030

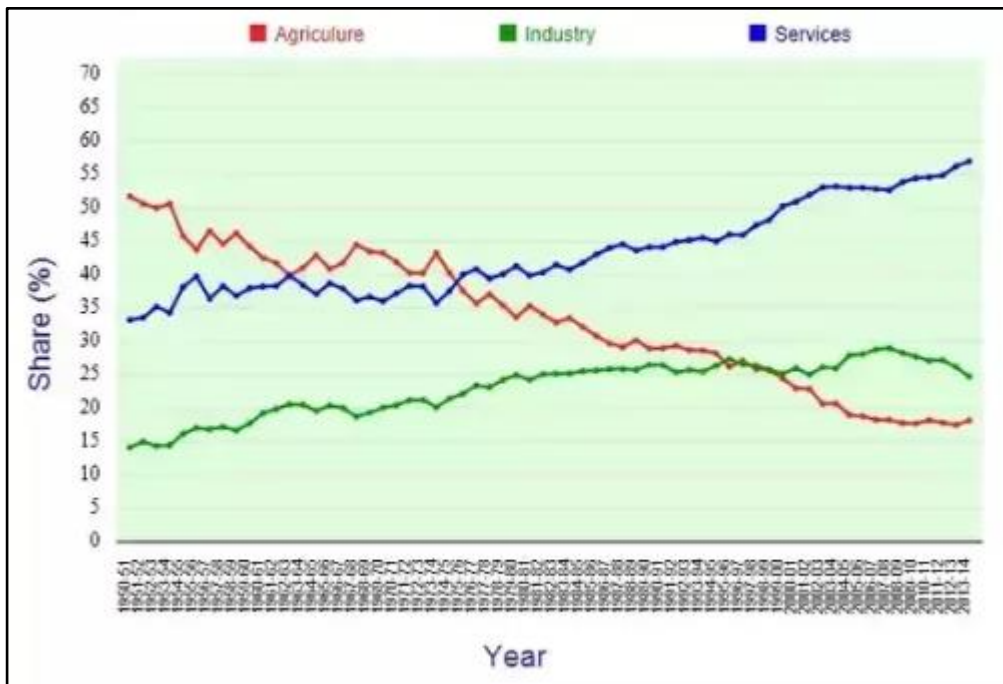


(Source: PHD chamber of commerce and Industry, 2019)

1.7.2 Service sector contribution to Indian Economy

Services sector contribution to the Indian economy for 65 years period between 1950 and 2015 is shown in figure 1.8 below which not only shows a consistent upward trajectory of contribution of services sector to the overall GDP but also that service sector forms a significant proportion of the Indian economy, thereby underlying the importance of this sector for growth of India. This trend is likely to continue in the foreseeable future – with services sector expected to contribute 60% of India’s GDP by 2025 - with huge opportunity for job creation and gainfully employing the educated resources that will graduate from Indian universities.

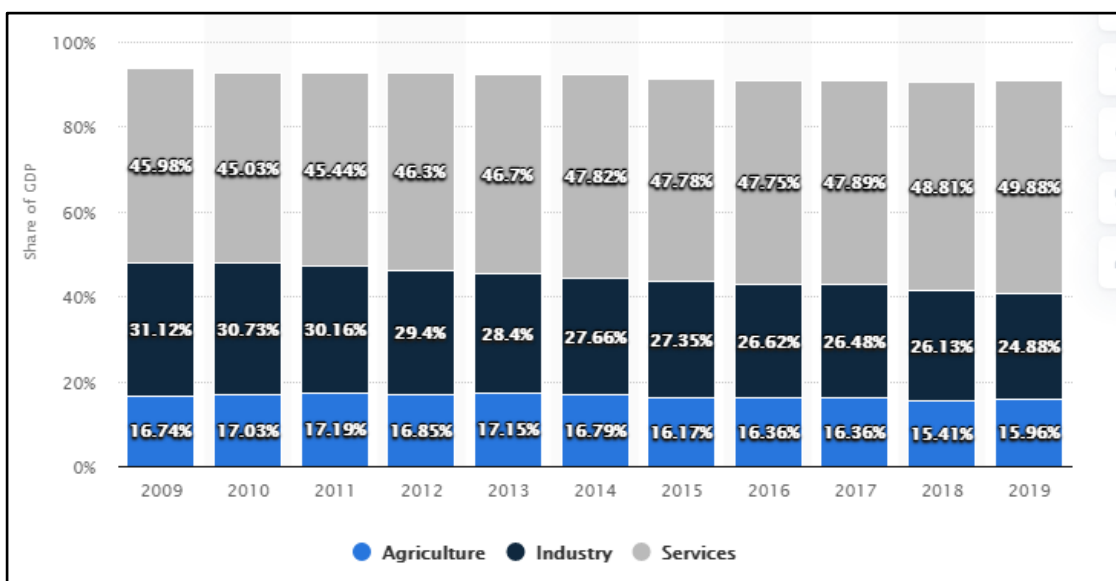
Figure 1.8: Contribution of services to Indian Economy (1950 – 2015)



(Source: Statista.com)

Services contribute almost half (49.8%) of India’s GDP in 2019. The overall share of Indian IT services is around 8% of India’s GDP (was ~ 10% in 2015) in 2019 as shown in figure 1.9, which is a significant critical mass for the growth of the nation.

Figure 1.9: Share of services in GDP of India



(Source: Statista.com)

As services sector employ large number of resources with diverse skillsets, the growth of this sector augurs well for employment generation for the educated youth of India.

1.7.3 Worldwide IT spend and India's share of the wallet

The worldwide spend on Technology is shown in Table 1.2 below. The overall spend in 2021 is expected to be about \$ 4 Trillion out of which the share of IT services is likely to be around \$ 1.1 Trillion. Currently, Indian IT services companies as a whole capture about \$ 200 billion of this market (which is approximately 20% of the wallet share). There is significant share that can be captured from the overall market potential if the Indian IT services companies continue to invest in innovation, newer business models and complementary partnership to keep their workforce engaged – by way of upgrading their skills, providing attractive career path etc.

Table 1.2: Global IT opportunity (\$ Billion)

	2019 Spend \$ Billion	2020 Spend \$ Billion	2021 Spend \$ Billion	Growth (%)
Data Center Systems	205	208	212	1.5
Enterprise Software	456	503	556	10.5
Devices	682	688	685	-0.3
IT Services	1030	1081	1,140	5.5
Communications Services	1364	1,384	1,413	2.1
Overall IT	3,737	3,865	4,007	3.7

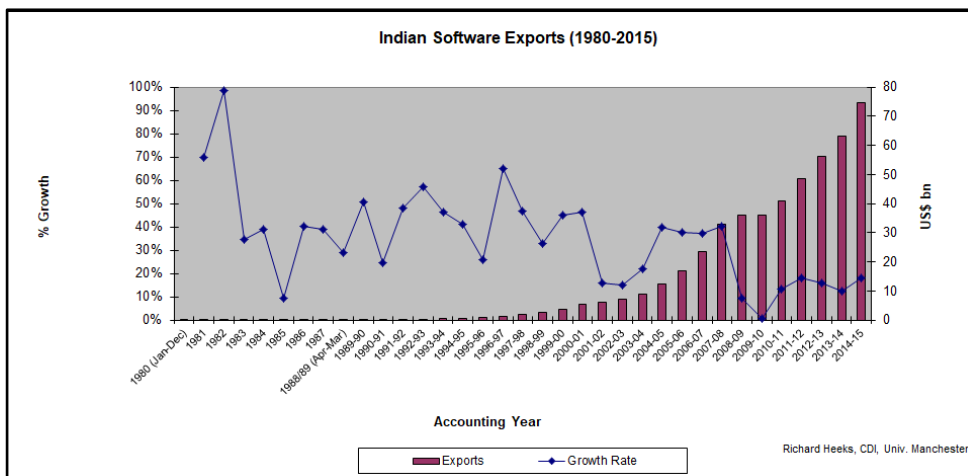
(Source: Gartner, 2020)

The opportunities and headroom available for growth in global IT services market is good news for India because Indian IT services sector, combined with other services sector, is expected to drive India's growth story for the foreseeable future.

1.7.4 Current trends in Indian IT services sector

Indian IT companies grew rapidly in the early two decades of its evolution into a \$ 190 Billion industry that it is today. However, the growth rates have tapered off during the past few years as shown in figure 1.10. While the industry as a whole is growing every year, the rate of growth has slowed down during the past few years as seen by the exports charts. It is easy to dismiss this lower growth rate phenomena to a large revenue base in the recent years compared to the 1980s (where a modest growth over a small revenue base gives a much higher growth rate figures), that would miss wood for the trees. Slowing down of growth is a cause for concern and there are several lead indicators to slower growth. Competition from emerging economies like Philippines, South Africa, Eastern Europe, reduced discretionary spend by the companies around the world, budget moving into business and away from IT (therefore needs change in narrative from Indian IT companies to address the business buyers), uncertain business environment and increasing use of automation by clients that reduces the need for additional resources among others have slowed down the growth. Nevertheless, this sector has done well to reinvent itself whenever a challenge presented itself - moving up the value chain from traditional time and material assignments (known as body shopping) to working on projects, running fixed bid projects, to complete system integration work into managed services projects – this sector has seen it all and admirably reskilled itself.

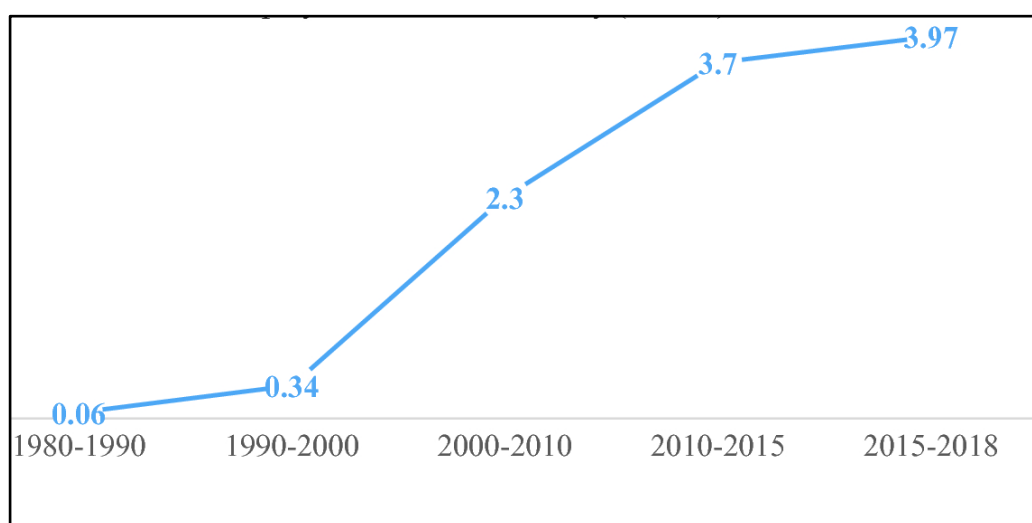
Figure 1.10: Growth of Indian software exports from 1980-2015



(Source: Heeks, 2017)

The way the companies have used both organic and inorganic growth (Mergers and Acquisitions) to fill portfolio gaps to address the new and emerging areas like Cyber Security, AI/ML, Big data and Analytics, Blockchain, Enterprise Networks is commendable. As customer demands keep evolving; newer business models emerge to provide innovative solutions that are increasingly non-linear in nature. As frameworks, solutions, products are incubated in Indian IT services companies, the linear relation (growth in revenues is directly related to growth in headcount) between employees and revenues will be broken. Figure 1.11 shows the growth in number of employees of Indian IT sector. The graph shows a steep growth between 1990 and 2015 and flattening of the curve during the past 5 years. Nevertheless, one common theme among the success of Indian IT services companies in the world arena has always been its employees – their ingenuity, their resourcefulness and their abilities to pivot when needed has been the greatest strength of this sector.

Figure 1.11: Employment in the Indian IT Industry (in Millions)

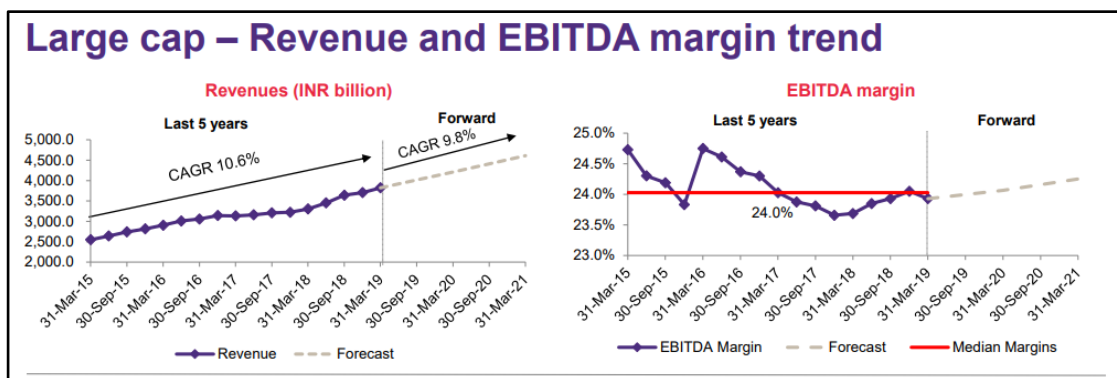


(Source: NASSCOM, 2019)

The IT companies on their part were known for generous salaries, increments, bonuses and stock options apart from project assignments abroad, accelerated career path, best-in class training facilities, fun-filled work environment that ensured the best and the brightest engineers that graduate from Indian universities flocked to this sector making it an employer of choice for the millions who made their career with Indian IT companies. Fancy campuses, well stocked cafeteria, world-class sport and

gym facilities added to the glitter. However, slowing down growth and profitability has strained the monetary levers of this sector. Salary levels have been stagnant for few years, increments have been muted, bonus and stocks have been restricted to the small percentage of workforce, pressure in western world to hire locals and stringent visa regulations have narrowed the opportunities for abroad posting. Figure 1.12 shows slowing down of the growth and profitability for large IT companies in India.

Figure 1.12: Revenue and Profitability trends of Indian IT services companies



(Source: Grant Thornton, 2019)

This slowdown is forcing IT companies to rely less on monetary levers to motivate their workforce and use non-monetary incentives to keep the employees engaged. The companies cannot afford the motivation levels of their employees to drop in a sector that is of national importance and is expected to lead the \$ 5 Trillion economy vision for the country. However, the leaders of Indian IT service do not have an empirically tested model of constituents of non-monetary interventions that is rooted in theory, and built by using robust statistical model that can withstand rigorous academic scrutiny. In the absence of such a model the leaders are forced to experiment with a few non-monetary interventions and ‘learn along the way’ on what works and what doesn’t. While experimentation of failing fast and forward is the best heuristic technique that can be adopted, in the absence of a scientific approach, the trial and error method can at best lead to sub-optimal solutions and at worst be counter-productive. This thesis helps to bridge the gap of non-availability of an empirically tested model of constituent of non-monetary intervention, specifically tailored for Indian IT services context. The leaders in this sector can now use a scientifically built and statistically tested model as part of their HR strategy to motivate their workforce.

1.8 Outline of study

This study focusses on identifying the non-monetary variables (or the building blocks) of employee engagement from literature survey and exploratory research. Identification of 20 variables is **first contribution** of the study as it gives an idea of the 'raw material' or the base components over which engagement can be built. A detailed questionnaire is prepared (given in the appendix), as part of the study, that incorporates these 20 variables, and data collected from over 400 employees of Indian IT services firms. Expert opinion is taken from 20 experts, with deep working knowledge of Indian IT services firms, on the completeness and relevance of these variables to enhance employee engagement. A pilot study is undertaken to ensure the questions are self-explanatory, intuitive and is understood how it was originally intended to be. Care is taken to ensure proportionate representation of various strata of employees, during data collection process – using stratified random sampling. The instrument is checked for reliability (using Cronbach alpha) and validity (face, content, construct, convergent and discriminant validities). A thoroughly validated and reliable instrument, specific to the context of Indian IT services companies to build a model of non-monetary levers to enhance employee engagement is the **second contribution** of the study. Factor analysis was conducted, after cleansing the data collected, to consolidate these variables into factors. Five factors emerged– *Growth lever, Renewal lever, Enabling lever, Aspirational lever and Transparency lever (GREAT)* model – which forms the acronym 'GREAT. This model was the **third contribution** of the study. The five factors were then used as independent variables in a binary logistic regression to predict their impact on employee engagement. All the five factors aided employee engagement with three of them – growth, enabling and renewal levers – contributing significantly. The relative impact of these factors was the **fourth contribution** of the study. The research also studied the engagement policies adopted by three leading Indian companies – Indigo Airlines, HDFC Bank and ICICI Bank – to identify and recommend best practices followed by HR managers of these world-class companies. This was the **fifth contribution** of the study. Finally, recommendation from this study to HR managers of Indian IT services companies and future areas of possible research direction forms the **sixth contribution** of this thesis.

1.9 Significance of the study

Employee engagement is becoming the cornerstone and key differentiation for most companies in the world. Engaged employees are key assets especially in companies that are in the knowledge (IT, Bio-Tech, Universities) and services sectors (Tourism, Hospitality, Travel) as employees are their biggest, and probably the largest resource, (raw material) these companies possess (unlike for example a manufacturing company that may have large factories and benefit from scale efficiencies). Indian IT services sector relies heavily on its people for the growth of the sector as there is a linear relationship between headcount and revenue for these companies. Infosys co-founder and iconic chairman, Mr Narayana Murthy once said that "*our assets walk out of the door each evening. We have to make sure that they come back the next morning*" thereby underscoring the importance of employees as the key asset of the legendary IT firm. Indian IT companies relied heavily on monetary levers (salaries, increments, bonus and stocks) to keep employees motivated over the years. Stellar business growth over three decades funded and supported the monetary component of motivation. These companies also built a reputation for excellent working conditions, large campuses, well stocked cafeteria, gym, crèche, flexibility, informal bonhomie among colleagues at work and generally fun-filled work place - many of these are non-monetary incentives which have become basic expectation of the employees now – and supported the monetary levers. However, difficult business environment in major markets, rapidly changing customer demands, unpredictability of business flow, changing nature of competition and falling profit margins among others have restricted the use of monetary levers by Indian IT companies. This has resulted in lowering of engagement levels and reduced motivation of Indian IT employees. HR leaders of these companies are forced to do more with less and have to find innovative ways to use non-financial incentives available to them to keep their staff engaged. However, there is no empirically tested model of non-monetary intervention that has been scientifically built, specifically for Indian IT services companies. Employee engagement is a context specific construct and this study will attempt to bridge the gap of non-availability of an employee engagement model for Indian IT services sector. HR leaders will now have a tool that they can take advantage of while drawing HR strategies in their firms to enhance motivation of their workforce.

1.10 Organization of the report

This report is organized around **six main chapters**. The first chapter is the **Introduction** of the topic of research. This chapter gives the background on the concept of employee engagement, the myriad definitions of engagement as a concept that adds richness and also complexity to the construct, explains how Indian IT sector is key to India's progress, traces the growth and evolution of Indian IT services sector, the reasons for its impressive growth, some of the key current challenges faced by the sector and the importance of this research work

The second chapter is **review of literature**, which discusses the anchor theories over which employee engagement as a concept has been built, some of the seminal work on employee engagement done in the past is elucidated. Also, research works that sheds some new insights into existing concepts or gives context specific differences are highlighted. This chapter also list the variables of employee engagement construct found in the literature survey and exploratory research. Finally this chapter brings out the gap in the availability of literature in the area of employee engagement model of non-monetary interventions tailored for India IT services sector

The third chapter is on **research methodology**, which explains the rationale of the study, the objectives of the research work, conceptual model, the hypothesis and the research methodology. As part of the methods adopted, the sampling procedure (target population, sampling technique and sample size), the questionnaire design, validity and reliability testing, pilot test, data collection is elucidated.

The fourth chapter is on **results and discussions** that have details of the factor analysis conducted (that reduced the 20 variables into 5 factors) and logistic regression performed to identify the impact of these factors on employee engagement. The research model is empirically tested and the results are discussed in detail.

The fifth chapter **critiques the employee engagement polices** adopted by IndiGo airlines, ICICI bank and HDFC bank to draw insights from the best practices that can be leveraged by HR leaders of Indian IT services companies

Finally, the sixth chapter gives the **conclusions and recommendations**. Publications, book chapters' conference presentations and copyrights applied are given as appendix.

1.11 Concluding remarks

Indian IT companies have been an integral part of the India's growth story for the past few decades. Apart from earning precious foreign exchange, these companies employed a large portion of graduating students from Indian universities, helped in building a digital infrastructure for India which supported several social projects and enhanced brand India, globally. The multiplier effect of these contribution attracted large amount of foreign investments in allied sectors and helped establish a thriving start-up ecosystem which created over 25 unicorns (VC funded start-ups with over billion dollars in valuation) for India. India has ambitious plans to become a \$ 5 Trillion economy by 2024. The services sector that contributes almost half of India's GDP today is expected to play a critical role in achieving this audacious goal - which is much needed to fund social projects, healthcare, education and building next generation infrastructure. Indian IT services companies that contribute almost 8% of India's GDP are expected to lead the way towards realising the vision. Engaged employees who are willing to go over and beyond the call of duty and willingly spend significant amount of discretionary efforts for the company are critical to keep the growth trajectory (which is showing signs of slowing) of this sector, "But, surveys by leading HR consulting firms have shown that engagement levels across sectors is low. Indian IT companies that relied on monetary levers to motivate employees have to rely on non-monetary incentives to enhance employee engagement. However, engagement is context specific (it needs to be tailored to a particular geography and industry) and hence needs models that address the uniqueness and difference of a particular context." Some constructs work well in certain geographies (autonomy, cash rewards) and some are universal (Culture, co-worker relations). Therefore, it is important to build an empirically tested model of constituents of non-monetary levers that aids employee engagement for Indian IT context. Absence of such a context specific model is a lacuna today for the practitioner, who has to rely on either 'gut feel' or 'trial and error' to arrive at the right combination of non-financial incentives. This research attempts to bridge that gap and provides the practitioners of Indian IT companies a scientifically built model of non-monetary interventions they can leverage to enhance employee engagement in their companies.

CHAPTER - 2

2 CHAPTER 2: REVIEW OF LITERATURE

2.1 Introduction

Engagement has been anchored in various theories in academic literature and any study on a concept need to leverage the underlying theories for better understanding of the constructs and also to access the existing body of knowledge that is available in this area. Engagement as a concept is popular in both academia and in Industry – therefore significant work has been done to fathom the underlying construct; its relation with other concepts like commitment, satisfaction and involvement, building models from multiple-perspectives to appreciate the finer nuances of engagement and finally to empirically test the efficacy of various engagement initiatives that have been implemented in real world.

Engagement has been studied from various domains including management, psychology, sociology, organizational behavior and HR. Every perspective has added rich diversity of thoughts and has enhanced the understanding of the concept of employee engagement. However, this plurality of views has also resulted in lack of unanimity about the definition of what constitutes engagement. There are multiple engagement constructs in academia and a lot more in practitioner literature with different methodologies and instruments to measure it. Unlike some of the other concepts, engagement was initially popularized by HR practitioners that subsequently caught the attention of academia. Therefore, practitioner literature has rich content of real world case studies and success stories of employee engagement across several sectors. Academic literature has built robust statistical models to explain engagement that are rooted in theory. So, both have added the rigor (academia) and the relevance (practitioners) that enhances ones appreciation of employee engagement.

In this chapter, some of the anchor theories that helped comprehend engagement is discussed to set the overall context, followed by review of seminal and widely cited scholarly work in this area, followed by work done in the area of engagement focused on IT/software sector in other parts of the world are elucidated. Finally, the variables found in the literature and the research gap that exists, which this study attempts to bridge, are discussed.

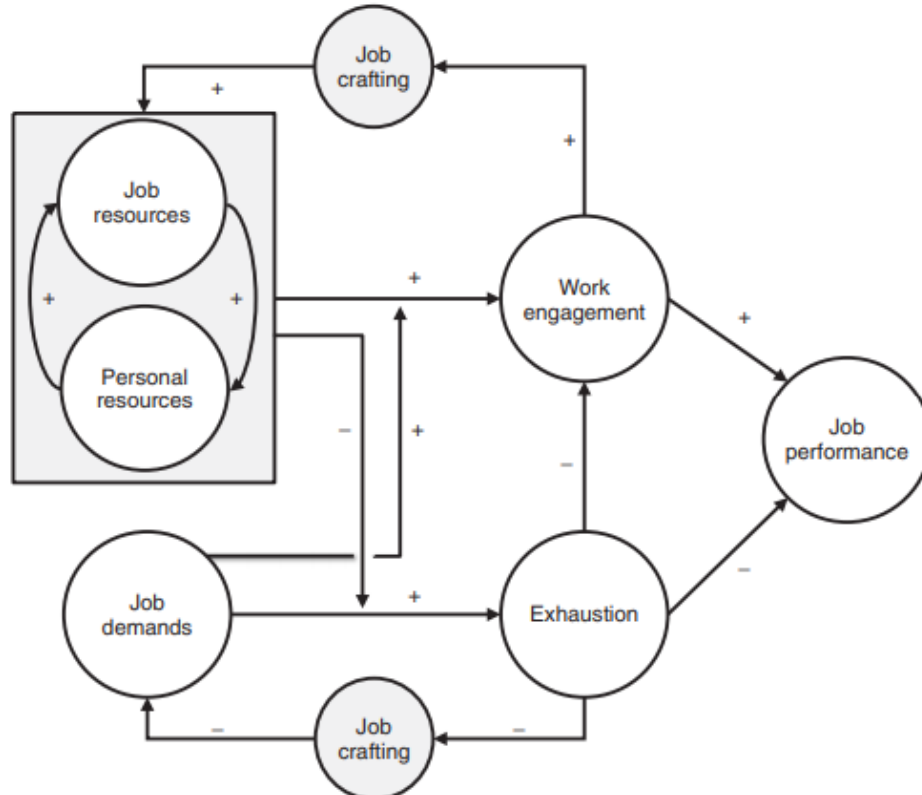
2.2 Anchor theories of engagement

There are many theories (some are theories of motivation) that have something to offer to the construct of employee engagement. Some of the key ones are given below

2.2.1 Job-demands Resources (JD-R)

Job-demands resources theory (an extension of JD-R model) propounded by Professors Arnold Bakker and Evangelia Demerouti is one of the most cited theories on work engagement. This theory is influenced by job stress and job design theories. The job demands refer to physical, psychological, social, or organizational aspects of the job including work pressure, deadlines, tough work environment and anything at work that demands efforts and skill. Job resources are those that are available to achieve the objectives – for eg: Coaching, autonomy. “The balance between job demands and resources available decides whether the employee is energized/engaged or is burnt-out”. The model is shown in figure 2.1 below.

Figure 2.1: The Job-demands resources model

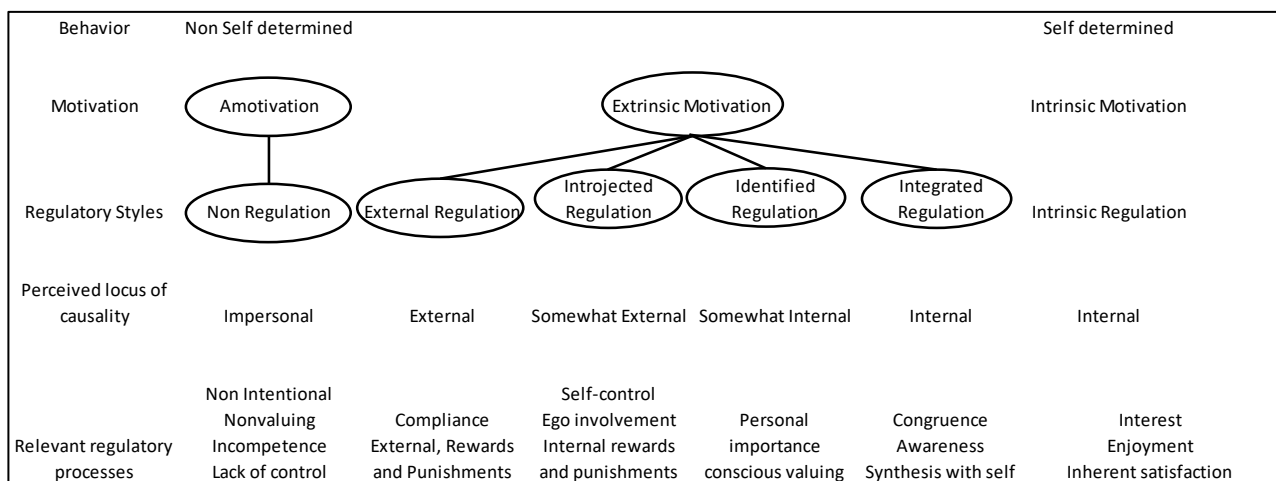


(Source: Bakker & Demerouti, 2007)

2.2.2 Self – Determination theory (SDT)

Self – determination theory was propounded by Professors Edward Deci and Richard Ryan and is a seminal theory on motivation and on wellness. Compared to earlier theories on motivation, especially those have behavioral orientation, which suggested that external contingencies (rewards and punishments) are needed to elicit appropriate behavior; “SDT looks at two types of volitional behavior (Mani & Mishra, 2021d) - intrinsic motivation (doing things for the sheer pleasure and enjoyment) and internalization (doing things as we understand the value of the outcome/activity)”. SDT posits that there are three types of basic psychological needs – autonomy, relatedness and competence - that need to be satisfied for individuals to thrive (Deci & Ryan, 2000). Also, “motivation exists in a continuum (Mani & Mishra, 2021d) from ‘Amotivation’ (a state of apathy/indifference because either the skill is lacking or value of the activity is not understood) to extrinsic motivation [external regulation, introjection (ego involvement, self-esteem), identification (value the outcome and voluntary engagement) and integration (aligned to the value system of the person)] to intrinsic motivation (inherent joy of doing the activity)” as shown in the figure 2.2 below.

Figure 2.2: Self-determination theory



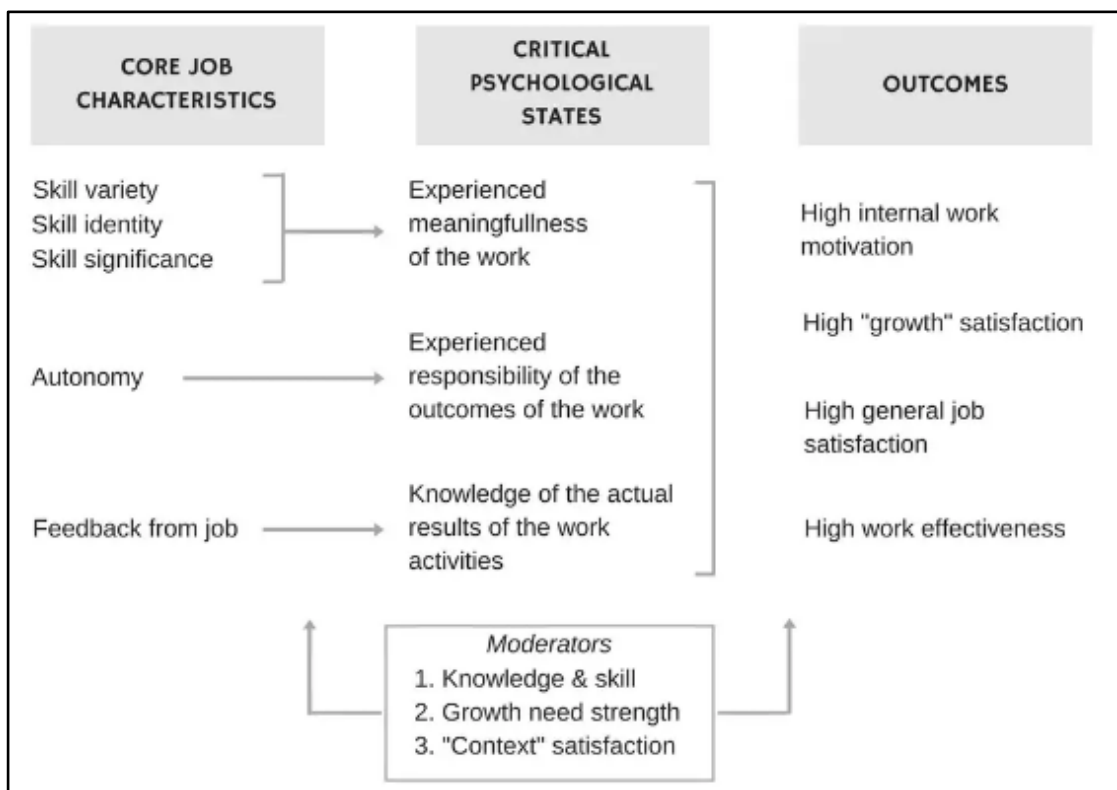
(Source: Ryan & Deci, 1985, 2000)

Ensuring the basic psychological needs (autonomy, competence and relatedness) are met results in overall well-being, enhanced motivation and engagement.

2.2.3 Job- characteristic model (JCM)

Job- characteristic model proposed by professors Richard Hackman and Greg Oldham specifies the conditions under which employees will be internally motivated to perform their jobs. The model analyzes interaction among the psychological states that needs to be present for internally motivated work behavior to develop, the characteristics of the person and the attributes of the job that can create the psychological state. The model states that the nature of the job (task) itself is a motivation for the employees and suggested five core job characteristics of *skill variety, task identity, task significance, autonomy and feedback* (Hackman & Oldham, 1980, as shown in figure 2.3) that impact the psychological states of whether the work is meaningful, freedom and knowledge of the outcomes *which in turn has the bearing on job satisfaction, motivation and absenteeism.*

Figure 2.3: Job- characteristic model



(Source: Hackman and Oldham, 1980)

2.2.4 Conservation of Resources (COR) theory

Conservation of resources theory propounded by Professor Stevan Hobfoll is a model for stress whose core tenet is based on the hypothesis that “*people strive to build, protect and retain resources and any potential loss to these resources are threatening and stressful to them*, thereby taking a resource-based view of stress” (Hobfoll,1989). The attendant principles of COR theory are *primacy of loss* (resource loss is more salient than resource gains), *resources investment* (resources must be invested to protect against loss), *gain paradox* (resource gain increases in salience when the opportunity of resource loss is high), *desperation principle* (when resources are depleted or exhausted, people get defensive and irrational) and *resource caravan* (resources travel in packs). As per COR, “humans insist on retaining, perfecting, and building their own valuable resources, which are defined as ‘those objects, personal characteristics, conditions, or energies that are valued by the individuals or that serve as means of attaining of these objects, personal characteristics, conditions, or energies’”.

Engagement literature talks of job resources (autonomy, support, feedback) and personal resources (self-esteem, self-efficacy) that enhance individual engagement. This additive of resources is key for demonstrating organizational citizenship behaviour. Out of the many resources that COR list, one of them is hope and the others are human capital, core-self evaluations, optimism and psychological capital. Hope theory (Synder et al., 2002) contends that physical, psychological and emotional resources are provided by hope which enhances work engagement. Human capital theory (Becker, 2009) proposes that “human capital increases cognitive ability and attentiveness, which in turn improve knowledge-based task performance. COR theory is also useful to understand the dark side of employee engagement”. Like in most areas, when things are taken to the extreme, even positive idea like engagement will start becoming counterproductive. Nevertheless, work engagement that makes the employee to go over and beyond the call of duty to demonstrate organization citizenship behavior, consistently, will interfere with family if the employees are less conscientious (Halbesleben et al., 2009). However this work interference with family is reduced when the employees are more conscientious.

2.2.5 Frederick Herzberg’s two factor theory

Two-factor theory is one of the seminal theories of workplace job satisfaction. Herzberg believed that “humans have two sets of needs – lower level and higher level needs. Organizations have to meet both of these to enhance job satisfaction and reduce dissatisfaction simultaneously”. Employees answered questions about their good experiences in the job very differently from their bad experiences. The factors that aided the job satisfaction (Motivators – that are present in the job itself) are different from those that caused job dissatisfaction (Hygiene factors – that are not present in the job per-se but surround the job) as shown in table 2.1.

Table 2.1: Motivators and Hygiene factors

Motivators	Hygiene factors
Recognition, Responsibilities, The nature of work, Opportunities for personal growth, Sense of achievement and accomplishment, Opportunities for advancement	Salary, Working conditions, Company policies, Relations with peers and supervisor, Job security, Benefits

(Source: Herzberg et. al., 1967)

This was an important finding because this insight was useful for practitioners to understand the nuance that improving hygiene factor will only help in reducing the job dissatisfaction. It will not lead to job satisfaction. To improve job satisfaction, companies need to pay attention to the motivators and augment those levers.

The combination of these two factor leads to four possible outcomes

- a) High Hygiene + High Motivation: Employees are highly motivated. They have no complaints. This is the most preferred scenario
- b) High Hygiene + Low Motivation: Job is viewed as a mere source of income. Employees are not motivated and have few complaints
- c) Low Hygiene + High Motivation: The employees are happy about the job role but have lots of complaints about working conditions and other hygiene factors
- d) Low Hygiene + Low Motivation: The employees have lots of complaints and are not motivated at all. This is the worst possible situation among all four outcomes

This theory was basic foundational theory that spawned several other theories.

2.2.6 Social Exchange theory (SET)

“George Homans (1958) is known to be the pioneer of social exchange that was improved upon by several researchers including John Thibaut (2017), Harold Kelley (1966) and Peter Blau (1964) among others. Social exchange theory proposes that exchange of social and material resources are fundamental form of human interaction. The core tenets of the theory are that people seek out rewards and avoid punishments. In any interaction, people look to maximize gains with minimum costs for them and these gains will vary as per situation. Therefore, in any interaction people will do a cost-benefit analysis of the risk and rewards and work towards maximizing rewards while minimizing risks by comparing alternatives. If the costs outweigh the gains then people will leave the relationship. People also look for equity in an exchange. They expect that they are rewarded equally as someone else who is incurring the same costs as them. When equity is maintained they are pleased, else people are disappointed.

When people engage in social exchange they do so for (i) reputational or influence gain (ii) reciprocal interdependence (iii) expectation of a reward which can be either tangible or intangible (iv) altruistic motives. Consequently the social exchange interdependent relationship and if mutually rewarding has potential to create high quality relationships (Cropanzano & Mitchell, 2005). In work, the company that provides resources and economic rewards to the employees creates a sense of obligation and reciprocal interdependence on employees who try to repay the organization by way of engagement (Saks, 2006). When the organization fails to provide these resources then the employees are disengaged (Mani & Mishra, 2021b).

SET also provides the theoretical foundation for organizational citizenship behaviour (going over and beyond the call of duty to ensure success) which is the consequence of engagement. Blau (1964) explained SET in terms of social and economic exchanges and underscored the importance of trust in work settings. SET model has explained quality of leadership, organizational justice, perceived organizational support and psychological contracts which builds engagement in organizational setting. SET has drawn on concepts from anthropology, social psychology, sociology, economics and organizational behaviour and its explanatory value is felt from motivation and engagement perspective in organizations”.

2.2.7 Social Identity theory (SIT)

Social identity theory in its current form was propounded by social psychologists Henri Tajfel (1974) and John Turner in the 1970s. Social identity is part of a person's self-concept (which comprises both personal identity and social identity) "*that is derived from group membership of a particular social group.*" People tend to classify themselves and others into various social groups and strive to achieve positive self-concept. "*Strong identification with the group drives behavior of individuals towards members within the group*" (in-group) – including interpersonal behavior determined solely by the individual characteristics - and towards people who are not part of the group (out-group behavior)- "*solely determined by the norms of the social group*" - as per Tajfel and Turner (1985).

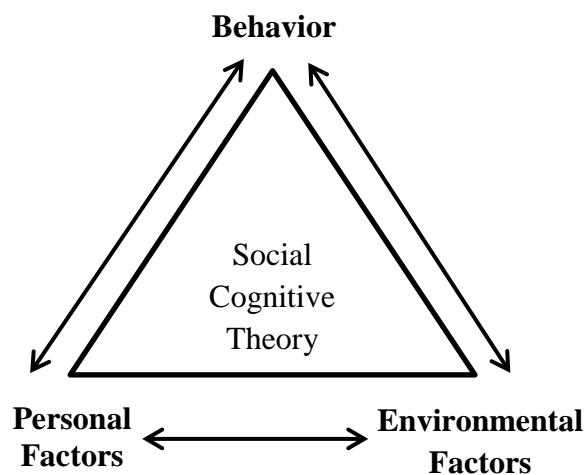
Social identity concept "*can explain employee identifying themselves with their organization*" (impacts employee motivation and effectiveness in the roles), which is an important construct of work engagement apart from influencing socialization, role conflict and intergroup relations in firms (Ashforth & Mael, 1989). Self-esteem, in-group favouritism and out-group discrimination are also explained by (not predicted) social identity theory concepts – these are important for collaborative work, pro-social behaviour, rise of stereotypes, group cohesion, prejudice and organizational citizenship behaviour among others in companies (Brown, 2000).

Engagement as a concept is characterized by the energy expended towards organizational goals to make them a success. Most of these entail working together as a group, coordinating with other groups as needed to accomplish a common goal. Several challenges are encountered in a group setting that reduces the motivation of the individual members including lack of cohesion, negative stereotypes and biases. SIT provides a strong theoretical background for group work, building social identity, behavior, self-esteem and positive self-concept. While the predictive ability of the theory is mixed, the explanatory ability of the theory towards some of these group challenges is well supported in research. This helps form strategies to minimize some of the downsides of social identification in organizations and leverage the upside of social identification to get superior group collaborative and better quality output, increase in productivity, reduction in absenteeism, lower attrition among others.

2.2.8 Social Cognitive theory (SCT)

Social cognitive theory was developed by Albert Bandura “as an extension of social learning theory. SCT became the framework for understanding, predicting and changing human behavior.” Individuals’ behavior is shaped by observing actions by others within the social context and consequences of those actions guides subsequent behavior of the individual. Those actions that are rewarded are repeated and those that are punished in some form are avoided. Therefore not everything is learned solely by performing or trying them but also replicating actions of others. Bandura emphasized the importance of cognition in behavior and argued that “human behavior is caused by personal, behavioral, and environmental influences (Bandura, 1999; Wood & Bandura, 1989) that are in a reciprocal triadic relationship” as shown in figure 2.4

Figure 2.4: Social cognitive theory



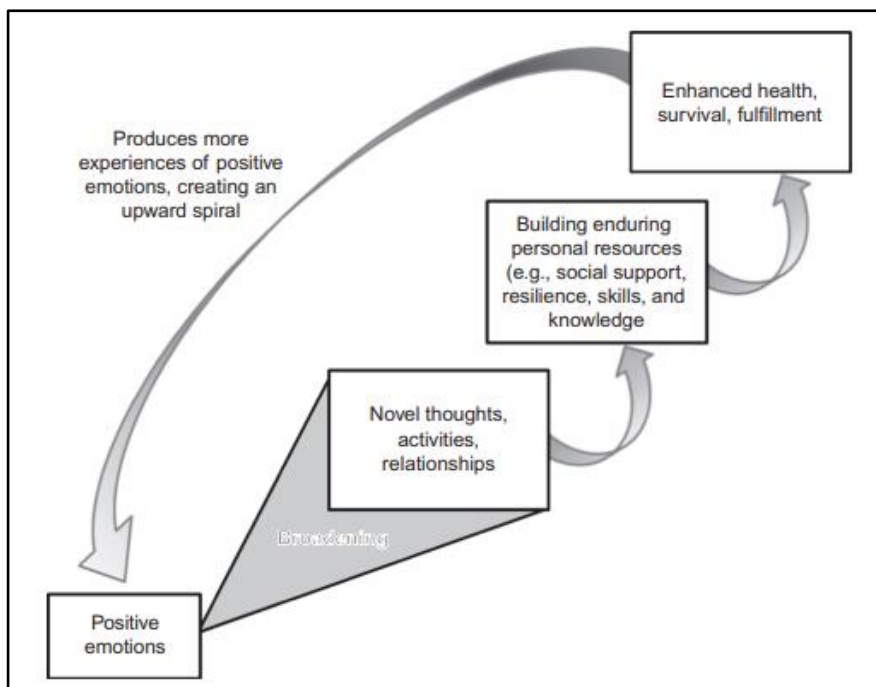
(Source: Bandura, 1999)

SCT has been useful in studying learning and motivation in organizational settings. The core concepts are: “people can learn by observing others, learning is an internal process that may or may not result in behavior changes and learning can occur without behavior changes.” Also, related concepts of behavior which is goal-directed which becomes self-regulated with cognition playing an important role in learning process. Self-efficacy lies at the core of SCT which determines whether a difficult task is regarded as a challenge to be overcome or avoided. Self-efficacy also determines choice of activities, interest to take audacious goals, efforts, persistence, learning and achievement which further builds efficacy.

2.2.9 Broaden and Build theory

Prof Barbara Fredrickson has proposed the broaden and build theory that is the consequence of experiencing positive emotions (Joy, pride, love, awe) which helps us “to ‘broaden’ the momentary thought-action repertoire for the creative, flexible way of response which in turn help to ‘build’ lasting physical, social, intellectual and psychological resources that aids the holistic growth of the individual apart from enhanced well-being (Fredrickson, 2001)” as shown in the figure 2.5 below

Figure 2.5: Broaden and Build cycle



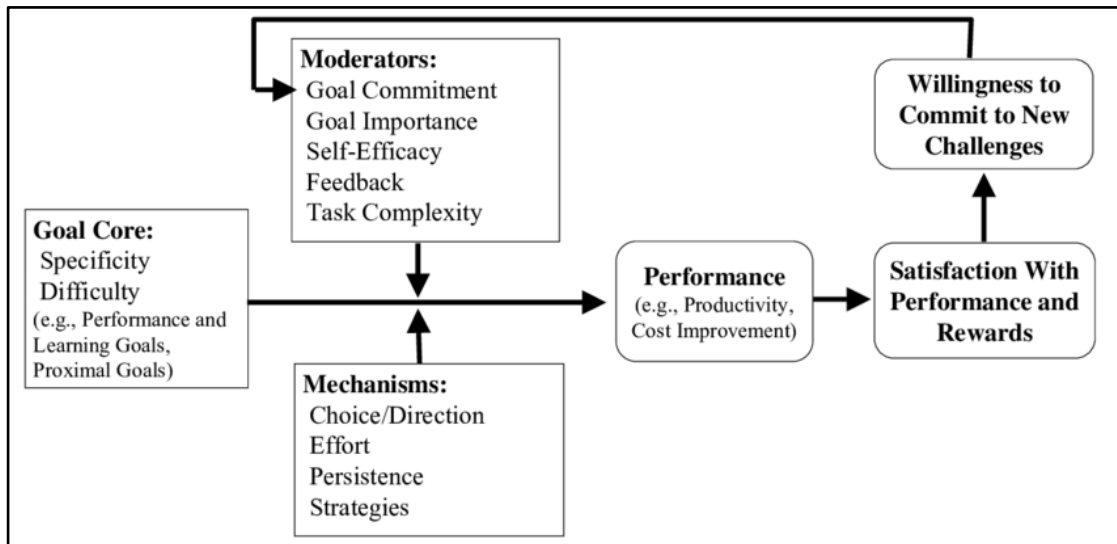
(Source: Fredrickson & Cohn, 2008)

These “positive emotions and subsequent building of skills creates a positive spiral loop, reinforcing each other, that enhances the ability to experience pleasant events which further leads to positive emotions”. Workplaces that can leverage the benefits of positive emotions witness significant increase in team cohesion, collaboration, altruistic behaviours, building pride at work, enhanced trust quotient, increased loyalty to the organization and better quality output. Employees who experience positive emotions at work also connect with customers better which results in repeat business and positive word of mouth referrals. Positive emotions help undo lingering negative emotions, fuel psychological resiliency and build personal resources.

2.2.10 Goal setting theory

Goal setting theory by Locke and Latham (1990, 2002) “gave the relationship between setting clear, unambiguous goals and performance.” Over 40 years of empirical research has shown that setting specific, measurable and challenging goals with adequate feedback resulted in greater efforts expended and high task performance in organizational setting. Also, having too easy (boredom) or too difficult (overwhelming) goals saw lowest efforts expended by employees. The relation between the essential elements of goal-setting and performance cycle is shown in the figure 2.6.

Figure 2.6: Essential elements of Goal-Setting theory and the high-performance cycle



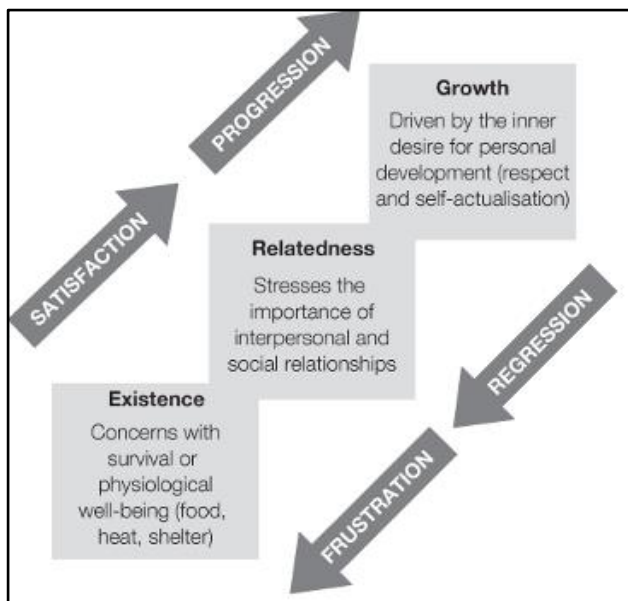
(Source: Locke & Latham, 2002)

The five principles of effective goal setting included; *Clarity* (goals must be specific and clear example setting SMART goals - Specific, Measurable, Attainable, Relevant, and Time-bound), adequately *challenging* (to expend efforts), ensure *commitment* (buy-in from employees that is enhanced by self-efficacy), provide *feedback* (enhances motivation and performance) and adequate *complexity* (realistic and stretch goals, broken down into smaller goals). “Goal setting theory provided the insight on inductive relationship between goal setting and improved production performance. Goal setting has a positive relation between importance of right kind of goals, performance, motivation and engagement of employees in organizational setting”.

2.2.11 ERG theory (*Existence, Relatedness and Growth*)

“ERG theory was propounded by Alderfer (1969) who identified three categories of human needs that influence employees’ behaviour - existence, relatedness and growth as shown in figure 2.7. ERG was built on Maslow’s hierarchy of needs theory with elements of ERG corresponding to the need hierarchy”, for instance existence needs of ERG theory relates to physiological and safety needs of Maslow’s, whereas relatedness corresponds to social and external esteem needs while growth corresponds to internal esteem and self-actualization needs. However, unlike the Maslow’s hierarchy of needs, where the lower level needs have to be satisfied before higher level needs, ERG needs are simultaneous needs and they have varying relative importance from person to person. One can progress to a higher need while the lower one is not satisfied (*Satisfaction-progression principle*)

Figure 2.7: ERG needs



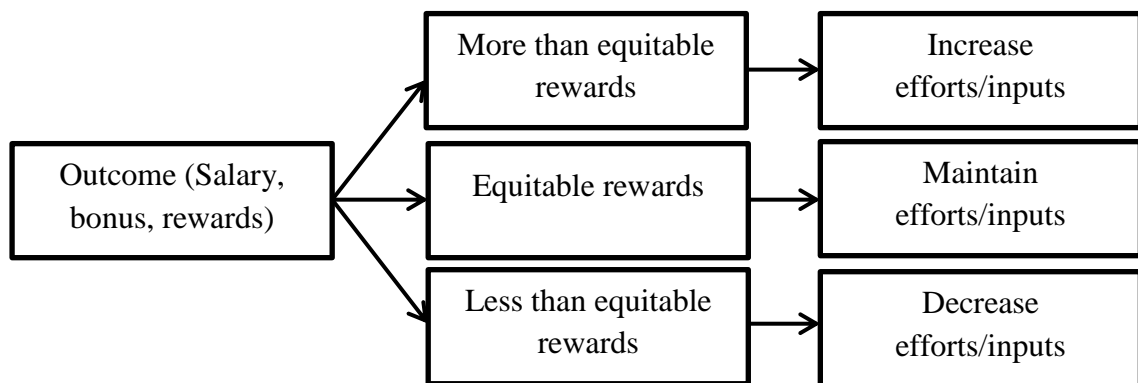
(Source: Alderfer, 1969)

“If one type of needs are not satisfied (Growth needs), employees will regress to those needs that are easy to satisfy (Relatedness needs and socialize more with co-workers) thereby not only negatively impacting productivity but also lowers motivation levels (*the frustration-regression principle*). Also, an already satisfied need can strengthen lower level needs iteratively (*Satisfaction-strengthening principle*)”

2.2.12 Equity theory

“Equity theory of motivation was propounded by Adams (1963) which states that an employee’s motivation level is correlated to their perception of equity, fairness and justice practiced by the company. If the employees perceive the company is more than fair in their dealing with the employees, the higher their motivation levels. The employee needs to find a balance between their work inputs (efforts) and output (rewards). If the employees perceive an inequity in the rewards then they tend to adjust the work they do to achieve fairness from their perspective” as in figure 2.8

Figure 2.8: Equity theory in action



(Source: Adams, 1963)

Employees compare the equity with four types of referent groups:

- a) Self-inside: Employees own experiences within the organization
- b) Self-outside: Employees prior experience in a different organization
- c) Other-inside: Another employee of comparable position in the present organization
- d) Other-outside: Another employee of comparable position in another organization

When employees perceive inequity, they undertake one of these six strategies: “Change their inputs or change their outcomes or distort perceptions of self or distort perceptions of others or choose a different referent or quit the organization.” Organizations need to be aware of these concepts should strive for transparency to ensure they maintain high standards of distributive and procedural justice for perception of fairness by employees. Else, it will result in reduced morale and disengaged employees.

2.3 Summary of the theories

The summary of the 12 theories (Mani & Mishra, 2021b) that were presented in the earlier section is copied in table 2.2 below

Table 2.2: Evaluation of the 12 theories and their contribution to enriching the concept of engagement

#	Theory	Core message	Contribution
1	Job-demands Resources (JD-R)	“Job demands (work pressure, deadlines) and job resources (coaching, training) as two elements”	“The balance between job demands and resources available impacts employee engagement. Balance against resources results in burn-out and in favor results in engagement”
2	Self – Determination theory (SDT)	“Three key psychological needs of autonomy, relatedness and competence have to be met for motivation”	“Motivation exists in a continuum and volitional behaviour happens when the basic psychological are met. SDT looks at two types of volitional behavior - intrinsic motivation and internalization”.
3	Job- characteristic model (JCM)	“Skill variety, task identity, task significance, autonomy and feedback decide whether the work is meaningful and engaging”	“Job characteristics impact the psychological states which in turn has the bearing on job satisfaction, motivation and absenteeism”
4	Conservation of Resources (COR) theory	“Primacy of loss, resources investment, gain paradox, desperation principle and resource	“People strive to build, protect and retain resources and any potential losses to these resources are threatening and

		caravan”	stressful to them. job resources and personal resources enhance engagement”
5	Frederick Herzberg’s two factor theory	“Motivators (enhances satisfaction) and Hygiene factors (reduces dissatisfaction)”	“Humans have two sets of needs – lower level and higher level. Organizations have to meet both of these to enhance job satisfaction and reduce dissatisfaction simultaneously”
6	Social Exchange theory (SET)	Exchange of resources are fundamental to humans and can build a lasting relationship if the exchange is mutually rewarding to both parties	“People look to maximize gains with minimum costs for them and if the costs outweigh the gains then people will leave the relationship.” Also, people seek out rewards while avoiding punishment. In organization context, the resources provided to employees create an obligation/dependency to deliver
7	Social Identity theory (SIT)	“Social group helps shape a person’s self-concept and the behavior is dictated by group norms”	“Strong identification with the group drives behavior of individuals solely determined by the norms of the social group. Employees identifying with their firms or work and concepts such as self-esteem, altruism, prejudice, in-group and out-group behavior, stereotypes, favouritism and discrimination are explained by SIT”

8	Social cognitive theory (SCT)	“Introduced the concept shaping. Contribution of observation and attendant consequences in shaping behaviour of individuals”	“Provided the <i>framework for understanding, predicting and changing human behavior</i> and offered the view that behaviour that are rewarded are repeated (concept of shaping and by observation) and emphasised the importance of cognitive process in learning”
9	Broaden and Build theory	“Experiencing positive emotions helps to ‘broaden’ the momentary thought-action repertoire for the creative, flexible way of response which in turn help to ‘build’ lasting physical, social, intellectual and psychological resources”	“Positive emotions and subsequent building of skills creates a positive spiral loop, reinforcing each other, that enhances the ability to experience pleasant events which further leads to positive emotions”
10	Goal setting theory	“Gave the relationship between setting clear, unambiguous goals and performance”	“Goal setting theory provided the insight on inductive relationship between goal setting and improved production performance. Goal setting has a positive relation between importance of right kind of goals, performance, motivation and engagement of employees in organizational setting”
11	ERG theory	“Identified three categories of human	“If one type of needs are not satisfied (Growth needs),

		<p>needs that influence employees' behaviour Existence, Relatedness and Growth.”</p> <p>“ERG was built on Maslow's hierarchy of needs theory with elements of ERG corresponding to the need hierarchy”</p>	<p>employees will regress to those needs that are easy to satisfy (Relatedness needs and socialize more with co-workers) thereby not only negatively impacting productivity” but also lowers motivation levels (<i>the frustration-regression principle</i>). “Also, an already satisfied need can strengthen lower level needs iteratively” (<i>Satisfaction-strengthening principle</i>)</p>
12	Equity theory	<p>“Employee's motivation level is correlated to their perception of equity and justice practiced by the company”</p>	<p>“If the employees perceive an inequity in the rewards then they tend to adjust the work they do to achieve fairness from their perspective”</p>

These theories, among others, provided the foundation of constructs of employee engagement. The theories explained concepts like identification with role, importance of autonomy, feedback, organization support, co-worker relations, procedural justice, supervisor relations, learning, equity, measurable goals, distributive justice, self-esteem, altruism, prejudice, favouritism, discrimination, positive emotions and importance of rewards among many others on motivation and on engagement. They help establish purity of constructs that can subsequently result in valid, relevant scales that are critical to measure the right engagement measures in organizations. Therefore, for successful HR interventions to enhance employee engagement, it is important that the constructs are grounded in theory, use relevant scales to collate inputs with statistical rigour and draw pertinent insights for HR strategy formulation and implementation.

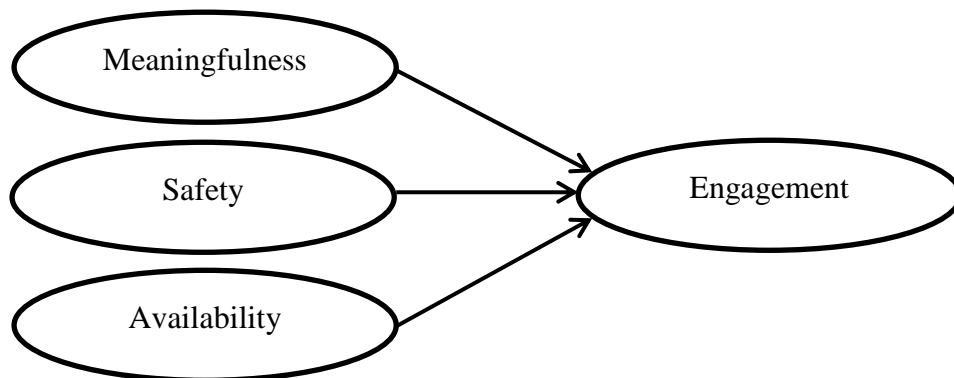
2.4 Seminal research work on Engagement

Employee engagement concept has been enriched by some seminal work by researchers around the world. The top 30 are given in this section

2.4.1 William Kahn - Meaningfulness, Safety and Availability

Kahn (1990) was one of the earliest researchers to define engagement. He defined engagement as the ability of the employees to harness ‘their full self’ at work and identified three psychological conditions that aided it – meaningfulness, safety and availability as shown in figure 2.9

Figure 2.9: Kahn’s model of employee engagement



(Source: Kahn, 1990)

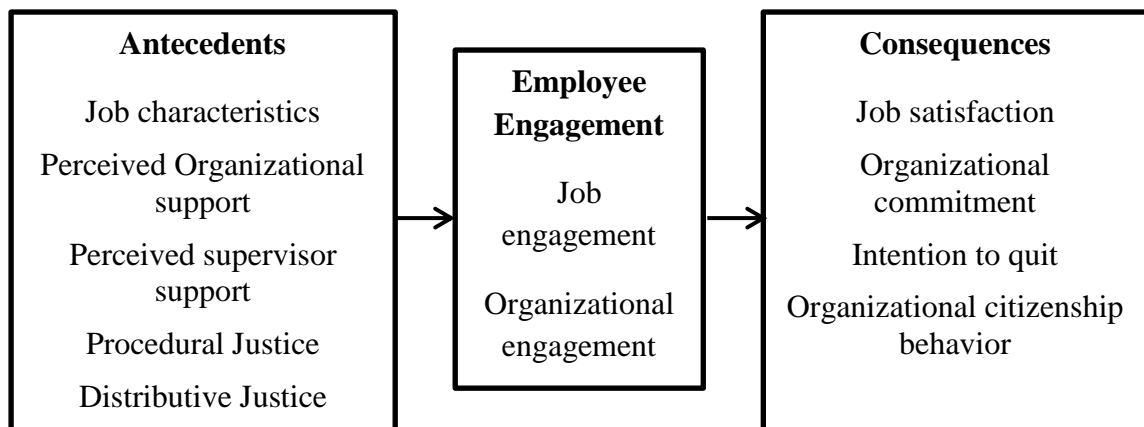
- a) *Meaningfulness*: Are the employee finding their work meaningful enough to continue doing it whole-heartedly? Does the work align with their purpose?
- b) *Safety*: This refers to the psychological safety and means whether the employees are able to bring their full-self to work without worrying about any kind of negative consequences
- c) *Availability*: Are the employees sufficiently motivated to deploy, physically and mentally, their “full self” at work

Kahn postulated that employees bring varying levels of themselves physically (ability and willingness to expend physical and mental energy at the task), cognitively (knowledge about the task whether it is meaningful for the employee) and emotionally (psychological safety and trust) to their work that impacted their experience and their productivity. Employees are disengaged if they are cognitively and emotionally disconnected from their work and are doing just enough to survive in their work.

2.4.2 Alan Saks – Antecedents and consequences of engagement

Another seminal research in the area of employee engagement is by “Alan Saks (2006) who identified the key antecedents (Job characteristics, perceived organizational support, perceived supervisor support, rewards & recognition, procedural justice and distributive justice) and the ensuing consequences (job satisfaction, organizational citizenship behaviour and intention to stay) of employee engagement” as shown in figure 2.10 below.

Figure 2.10: Saks model of employee engagement



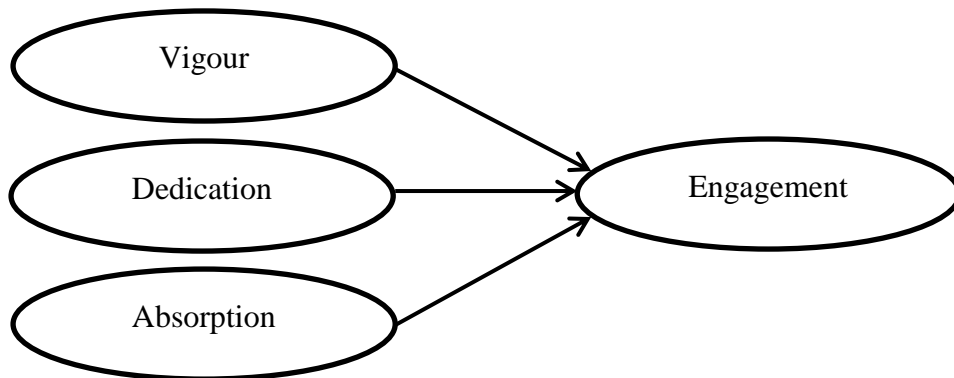
(Source: Saks, 2006)

“The model also made a distinction between job commitment and organizational commitment with different constructs influencing these two concepts.” He also connected the concepts of social exchange theory (SET) – which states that reciprocal dependence between two parties creates obligations through series of interactions - and built his model of employee engagement grounded on the SET theory. In subsequent research on this model Saks (2019) found that among the different job characteristics (autonomy, task identity, skill variety, task significance and feedback) skill variety is the best predictors of job engagement. Also, research done by others expanded the antecedents for work engagement to include variables like disposition (conscientiousness and proactive personality), fit perceptions, personal resources (self-efficacy, optimism and resilience), leadership, opportunities for learning and development which further enriched Saks (2006) model. Similarly, relationship between engagement and consequences are supported including additional ones like overall wellbeing, reduced stress and burnout.

2.4.3 *Schaufeli and Bakker – Vigour, Dedication and Absorption*

Research work by Schaufeli and Bakker (2004, 2010) postulated that engagement is a “positive affective state of fulfilment that is characterised by three levers of vigour, dedication and absorption” as shown in the figure 2.11

Figure 2.11: Schaufeli and Bakker model of engagement



(Source: Schaufeli and Bakker, 2004)

- a) *Vigour*: Vigour refers to high levels of energy and resilience, disposition to invest efforts and persistence in the face of difficulty. Refers to the energy dimension of employee engagement
- b) *Dedication*: Dedication refers to deeply involved with one’s work and inspired and proud of what one is doing and feeling enthusiastic about it. Refers to the identification dimension of employee engagement
- c) *Absorption*: Absorption refers to fully and happily immersed in one’s work, similar to being in a state of flow, where one loses track of time and unable to detach from the job at hand.

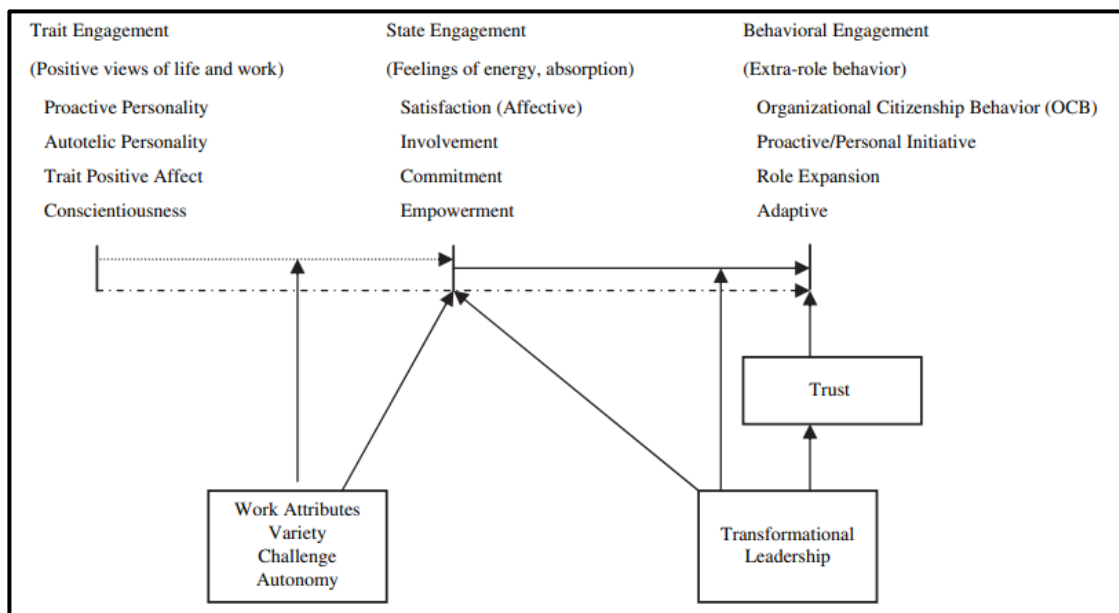
Earlier “engagement was thought to be opposite state of burnout manifested by the core dimensions of exhaustion, cynicism and inefficacy (Gonzalez-Roma et al., 2006). However, Schaufeli & Bakker (2004) explained that employee engagement is much more than the mere opposite end of the burnout spectrum as an employee suffering from job burn out is certainly not engaged while the reverse is not true”. The three aspects of work engagement - of vigour, dedication and absorption – is measured by the most popular Utrecht Work Engagement Scale (UWES) that has two versions (17 point scale and a smaller 9 point scale) and has been translated in over 20 languages.

2.4.4 Macey and Schneider – Trait, State, Behavioral tendencies

Macey and Schneider (2008) characterized engagement as purposeful, focused energy identifiable by persistent efforts directed at organizational goals. “They proposed that engagement can be conceptualized as a trait, a state, or a behavioral tendency.

- a) *Trait engagement*: Refers to personality constructs such as conscientiousness, proactive personality and has an inclination or orientation to experience the world from a particular vantage point
- b) *State engagement*: includes feelings of energy, liveliness, activation, absorption, satisfaction, involvement, commitment and empowerment
- c) *Behavioral engagement*: defined as voluntary efforts or a definite form of behavior that is exhibited within or outside of the defined role and conceptualized as extra- role behavior, organizational citizenship behavior, personal initiative, role expansion and adaptive behaviors” as shown in figure 2.12

Figure 2.12: Framework for understanding the elements of employee engagement



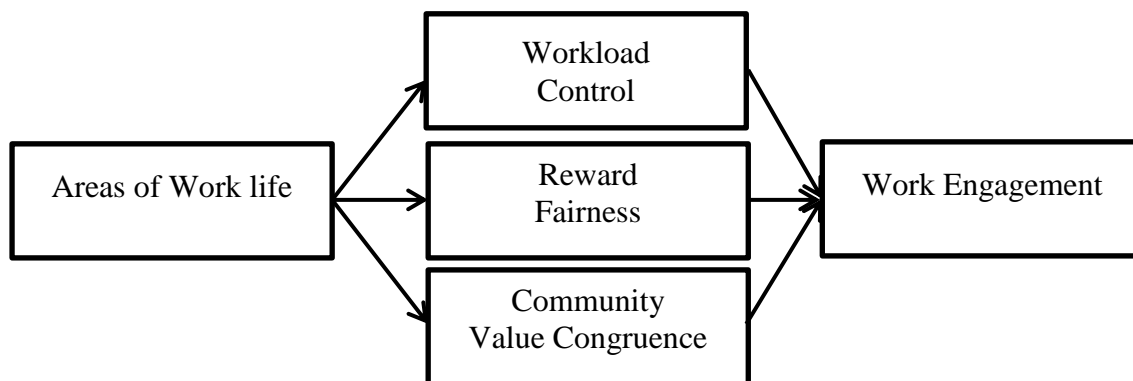
(Source: Macey and Schneider, 2008)

This seminal work conceptualized engagement as a complex nomological network comprising trait, state, and behavioral constructs apart from highlighting the organizational conditions that will facilitate these tendencies.

2.4.5 Christina Maslach and Michael Leiter – Burnout and Engagement

Maslach and Leiter (1997) articulated that absence of certain negative psychological states like exhaustion and presence of positive psychological state like involvement as an indication of engagement. Also, engaged employees exhibit high energy at their work and consistently deliver superior quality output (Maslach et al., 2001). Engaged employees are personally invested in their jobs that differentiates them from non-engaged employees. Therefore, energy dimension, identification dimension and personal investment dimension signals engagement. People who are disengaged are merely present physically at their work and are more likely to go through the motions without investing their emotions, passion or energies in doing their job. They do not care about organizational goals and are most likely burnt-out (Maslach, 1982) and it is seen as antipode of engagement. Leiter and Maslach (2003) posited that misalignment between employees and their work setting in some or all of these six areas (*workload, control, reward, community, fairness, values*) results in burnout as in figure 2.13 and this has been established by other research work too (Maslach & Leiter, 2008).

Figure 2.13: Areas of work life



The downward spiral of disengagement may start with one area say emotional exhaustion that quickly spirals into cynicism and feeling of inadequacy. On the contrary if the employees feel that their workloads are reasonable, they have control over their jobs, rewarded commensurate with their contribution, have warm working relationship, are treated fairly at work and their values are aligned with that of the organization - then they are more likely to be engaged at work.

2.4.6 Evangelia Demerouti – JD- R theory

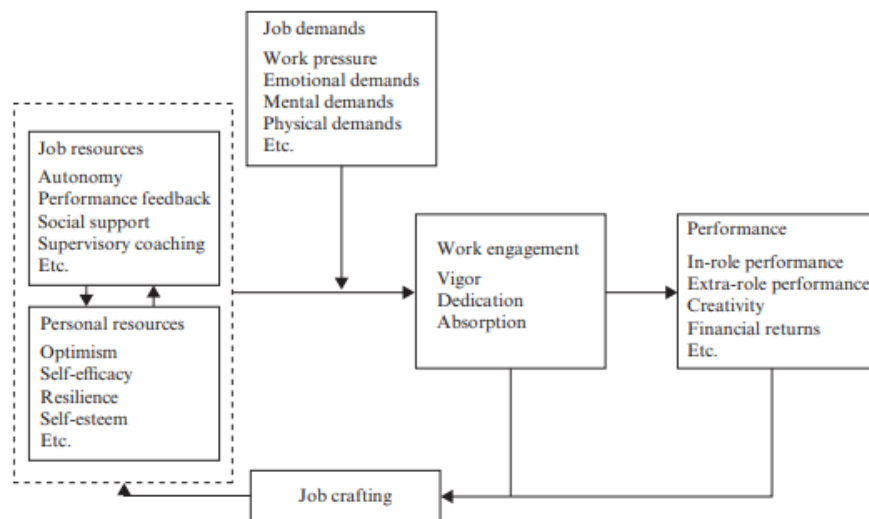
Demerouti et. al., (2001) are one of the top contributors to the engagement literature when they proposed the JD-R model (2001-2010) – which was originally used to explain burn-out - has subsequently matured into the most cited JD-R theory (2011 – 2020) - that is now used to explain employee well-being - in engagement literature. Job demands (emotional, physical, work-family conflict, work overload) and job resources (autonomy, coaching, social support, feedback and supervisor relations) formed two different clusters and were the core dimensions of burn-out. Job resources (motivational process and unique predictor of disengagement) acted as a buffer against burn-out and also reduced associated physiological, psychological costs of job-demands (health-impairment process and a unique predictor of exhaustion) apart from helping stimulate personal growth. JD R model was further extended to include personal resources like optimism, self-efficacy and self-esteem which were assumed to have the same motivational potential.

Job resources generate positive emotions that has a positive impact on employees personal resources (Xanthopoulou et al., 2012) which broadly aligns with the broaden and build theory of Fredrickson (2001). This dual process of job demands and job resources have been replicated in several other studies over the years. Subsequent research has found both causal and reversed causal effects between job demands, resources, and well-being. Also, the importance of job crafting (Demerouti & Bakker, 2014) in aiding work engagement was observed – engaged employees create their own ‘gain spiral’ of resources through crafting. Similar casual and reverse causal effect were also associated with job demands (more demands leads to exhaustion that further leads to more demands) resulting in loss spirals (Demerouti et. al., 2004). Employees perform the best when job demands and job resources are combined in their work environment as it facilitates engagement (Demerouti & Cropanzano, 2010). Employees adopt several copying strategies to overcome the job demands including recovery from work related effort, selection (although not effective when the exhaustion is high as per Demerouti et. al., 2014), compensation and problem focussed approach that is adaptive (Demerouti, 2015a).

2.4.7 Despoina Xanthopoulou – Impact of work engagement

Xanthopoulou's contribution to the engagement literature includes the impact of engagement on performance of the individual and the organization. She and her team researched on influence of engagement on the organizational outcome and discovered levels of engagement correlated with the financial performance of the firm. Also, the team found out that engagement levels can change within the same day (state type of engagement) and posited the reciprocal causality between job resources and work engagement resulting in a positive spiral loop which was also suggested by conservation of resources theory. Xanthopoulou contributed to theoretical model of JD-R as shown in figure 2.14 by including the importance of personal resources in the model

Figure 2.14: JD-R model updated

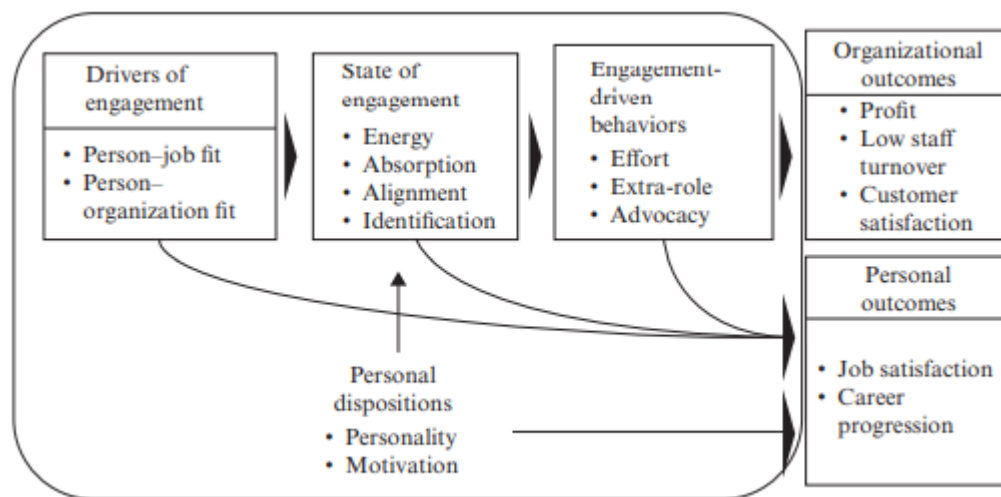


Over several studies (Xanthopoulou et al., 2009a, 2009b, 2008) confirmed the impact of autonomy, supervisory support, coaching, team climate, feedback, and growth opportunities (with personal resources such as self-efficacy, self-esteem, resilience, or an active coping style and optimism as mediators – an important finding) on work engagement. Engaged employees have the ability to organize additional resources to deliver the task apart from transferring their engagement to immediate environment resulting in higher productivity. The psycap (self-esteem, self-efficacy and optimism) results in the overall well-being of employees who are optimistic in their outlook and participate in organizational growth.

2.4.8 Ilke Inceoglu – ‘Fit’ as the key engagement driver

Engagement and job satisfaction are two different constructs of theoretical models of job related affect where in engagement is characterized by high energy, arousal and positive outlook towards work whereas job satisfaction is known by reduced arousal, contentment and satiation (Inceoglu & Fleck, 2010). Both person-job fit and person-organization fit are key engagement drivers influenced by the dispositional factors such as personality (optimism, emotional stability) and motivation (high achievement orientation, persistence and proactivity) as shown in figure 2.15 below

Figure 2.15: Model of engagement



Work environment plays a key role for employees to feel either engaged or disengaged. She also proposed four facets of engagement – engagement with the job (with either affective or cognitive emphasis which is signalled by absorption and energy respectively) or with the organization (with either affective or cognitive emphasis which is signalled by alignment and identification respectively). Inceoglu also helped understand the nomological network of engagement within a motivational framework where dispositional factors (involves evaluative, cognitive and affective factors) and situational factors are two ends of the continuum that has stable trait- like motivation to situation- specific state motivation and behavioural motivation as the stages in the continuum. This helps in engagement initiatives in organizations by giving a precise construct and framework for motivation and engagement.

2.4.9 Marisa Salanova – Flourish and Thrive

Salanova focused on the ‘amplification’ (positive interventions) part of organizational psychology and showed how positive psychology interventions classified by behavioral (practicing virtues, social relationships, signature strengths and being grateful), cognitive (optimistic attitude, savoring) and volitional strategies (setting goals, building resilience) can be adopted in firms to enhance employee engagement (Schaufeli & Salanova, 2010). Salanova’s work on establishing an engagement climate in organization includes systemic thinking that encompasses assessing employees, relooking at organization design, transformational leadership, training and career management. Her research work has shown that engagement is associated with better service climate, employee performance and customer loyalty (Salanova et al., 2005, 2008) apart from proposing the contagion view of engagement that has a cross-over effect, that can become a stable state of intrinsic motivation (Schaufeli & Salanova, 2008) influenced by both personality traits and work environment. Also, job resources are both antecedents and consequence of flow at work ((Salanova et al., 2006)

2.4.10 Harter, Schmidt and Hayes – Signature strength

Harter et al. (2002) explained the strong and positive relationship between employee engagement and organization performance (increased revenue, higher profitability, better earnings per share, lower attrition) that brought the concept to mainstream adoption across sectors. Harter was also part of leading HR consultancy firm, Gallup that developed the well-known and highly adopted Q¹² survey that popularized engagement as a concept among practitioners. Distinction between employee engagement and other concepts like job involvement, organizational commitment and job satisfaction were also provided Harter and Schmidt (2008) as they are theoretically if not empirically distinct and did not want to encourage proliferation of construct that are not very different from each other. A work environment in which employees feel appreciated, consulted and have a best friend is known to promote engagement as per Harter (2008). Assessing the signature strengths of employees and providing them opportunities to develop these strengths on the job enhances engagement (Clifton & Harter, 2003).

2.4.11 Russell Cropanzano – Justice Climate

Extensive research on justice climate (conviction that work group as an unit is being treated fairly by the organization) has been carried out with focus on how people outside the unit treat the members and how members of the unit treat each other by Li and Cropanzano (2009) is a key antecedent for engagement (Cropanzano, 1993). Fairness behavior that includes fair outcome for everyone, procedural justice with enough freedom to question the procedures if needed and interpersonally fair support constitute the elements of fairness climate in organizations. Such a system induces trust (Cropanzano et al., 2007) and a living system that is willing to change itself when appropriate – as standard of fairness may change over time – enhances the perception of fairness and trust (Cropanzano et al., 2007). Having a voice in the decision important to individuals also influenced fairness and justice (Folger & Cropanzano, 1998). Also, People who experience positive emotions at work are happy and they seek out opportunities proactively, display altruistic behavior, confident and optimistic in their outlook (Cropanzano & Wright, 2001).

2.4.12 Fred Luthans – Transformational leadership

Luthans is a world-renowned thought leader on organizational behavior and has researched extensively on factors that aid employee engagement including personality factors and dimensions of pyscap ((Luthans & Youssef, 2004), middle managers self-efficacy (Luthans & Peterson, 2002) which predicted their performance, quality of leadership which increased hope, optimism and self-awareness of the followers (Stajkovic & Luthans, 1998) which enhanced their belief to successfully carry out a task (also a positive predictor of engagement) and reflected their ability to control their work environment successfully. Employees who score high on pyscap are tenacious, persistent and have a positive view of the future (Sweetman & Luthans, 2010) – all necessary for success – which improves the chances of experiencing positive emotions and engagement. The importance of transformational leadership (Luthans et al., 2006, 2008) was researched at length as they significantly aided hope, optimism and efficacy dimensions needed for engagement. Also, the involvement of self is a pre-requisite to experience engagement.

2.4.13 Simon Albrecht – OC and EE

Traditionally, the triad of job involvement, job satisfaction and organizational commitment (OC) were considered as key to individual–organization (I-O) relationship. However, employee engagement (EE) has emerged as yet other indicator of I-O relationship (Albrecht, 2012). Conceptually, both OC and engagement may look similar – as they both refer to positive work-related psychological states - but they vary fundamentally on the energy dimension, commitment to job vs organization dimension and also on the timeframe (stability) of effect dimension (Albrecht & Dineen, 2016). In scholarly research engagement is given as an antecedent to commitment (Albrecht & Andretta, 2011) and also in some research it is given as the consequence. However, autonomy, feedback, skill utilization, supervisor support and leadership independently predict both OC and work engagement apart from self-efficacy, extraversion, and positive affect. Albrecht et al. (2015) recommended that engagement initiatives need to be embedded in HR practices including employee selection, training and development, appraisals and socialization practices.

2.4.14 John Meyers – Employee commitment and engagement

Allen and Meyer (1990) conceptualized organizational commitment in terms of affective commitment, normative commitment and continuance commitment (TCM – three component model) that resonates with employees across culture (Meyer et al., 2012). Among these affective commitment highly correlates with job satisfaction, job performance and intention to quit (Meyer et al., 2002). Several person-centered studies confirm that most desirable individual/organizational outcomes associate strongly with both affective and normative components. Identification with organization is the affective component that helps develop a sense of belonging. Alignment with organizational strategies (cognitive component) apart from identification dimension ensures the employees put in the efforts (vigour dimension), demonstrate citizenship behaviour (OCB dimension) and act as strong advocates of the firm. Commitment research has further progressed to include moral commitment (Meyer & Morin, 2016) that combines the mind-sets of desire (explains need to maintain relationships) and obligation (explains the persistence needed when desire wanes). This combination of desire and obligation aids commitment in organizations.

2.4.15 Jonathon Halbesleben – Burn-out and dark side of engagement

Halbesleben (2010) meta-analysis has shown that personal resources (self- efficacy and optimism) are strongly related to engagement. His research has confirmed the positive association between job-resources (autonomy, social support, coaching, growth, training and task variety) and engagement. The higher one has access to these resources the higher the probability of engagement, which explains significant variance in performance as per (Halbesleben and Wheeler, 2008) whose research showed discriminant validity of engagement compared to job embeddedness. However, engagement has also its downsides. Higher levels of engagement can result in higher levels of work interference with family Halbesleben (2009) resulting in reduced well-being and poor health. Therefore, managers need to be cognizant of it and provide adequate support system for employees so that they don't get burnt-out (used COR model to understand burn out) which impacts in-role job performance, organizational citizenship behaviours directed toward the organization (OCB-O) and organizational citizenship behaviours directed toward individuals (OCB-I) Halbesleben and Bowler (2005, 2007). People adopt three types of striving – achievement, status and achievement striving for productive work behaviour.

2.4.16 Marylene Gagne – SDT, TCM and Work motivation

(Gagné & Deci, 2005) have adapted the SDT as a framework for work motivation and posited that meeting the three psychological needs of autonomy, competence and relatedness increase performance, adaptation to change (Gagné et al., 2000) and well-being. However the environmental conditions such as task characteristics (Gagné et al., 1997), rewards and recognition distributed equitably (Gagné et al., 2007) given to convey competence and not to control employees (Gagné & Forest, 2008) should be present to support self-determination. Rewards that are group based and profit sharing enhances relatedness. Gagne et al. (2008) also drew parallel between two important theories of motivation and commitment – SDT and TCM – the affective commitment (POS, leadership, value congruence and organization justice) mirroring the autonomous regulation of SDT and built a comprehensive framework of employee engagement based on SDT and TCM constructs. Meaningful jobs that are stimulating are associated with high employee need satisfaction (Gagné et al., 1997).

2.4.17 Sabine Sonnentag - restorative non- work recovery

(Sonnentag, 2003) research has shown that engagement is fleeting and can change within a week reinforcing the state concept of engagement which is influenced by dynamic affective state of the employees. An important contribution of Sonnentag et al. (2010) is that for engaged employees to continue to stay engaged in their jobs, psychological detachment is important as constantly being engaged may not prove beneficial in the long run and may lead to burn-out. Therefore being engaged at work and disengaged later (having other interest outside of work) popularly known as restorative non- work recovery may be a prudent strategy for employees. An attendant concept of recovery is the importance of non-work experience (family, local community) towards the feeling of engagement at work. Sonnentag et al. (2010) also proposed that day specific engagement research is critical to understand the within-person variance of feeling of engagement and how day-specific events - dynamic work engagement (changes in engagement over time, also known as ‘state work engagement - can lead to enduring engagement of employees.

2.4.18 Akihito Shimazu - Workaholism vs. Work Engagement

Shimazu et. al., (2015) contrast work engagement with other heavy work investment concept such as workaholism and concluded that while engagement leads to overall well-being, high life satisfaction and better job performance over the long term, workaholism leads to ill-health, low life satisfaction and poor job performance. Shimazu et al. (2010) also validated the Japanese version of UWES toll – which is the most popular tool to measure work engagement. Shimazu et. al. (2018) studied the curvilinear relationship between work engagement and distress (U shaped relationship) and also between work engagement and job performance (inverted U shaped) and found that work engagement had a favourable relationship with job performance - for most parts however the dark side of engagement was also noticed - and curvilinear relationship with distress. His research also uncovered a linear relationship between work engagement and creative behaviour – higher levels of engagement corresponded to higher levels of creative behaviour and not a curvilinear relationship as originally imagined, however the effect weakens over a period of time. Levelling off effect was observed for distress however it was not for job performance.

2.4.19 Elaine Farndale – Context matters

Farndale is one of the few researchers who postulated that context matters for employee engagement (Farndale, 2017; Farndale & Murrer, 2015) and what works for one country may not work for others – reviewed job resources (team climate, involvement in decision making and financial rewards) across US (masculine/individualist), Mexico (masculine/collectivist) and Netherlands (feminine/individualist) and found that while all three factors had a positive correlation with engagement, they differed on the strength of their association due to the cultural nuances of these three countries. Mexico (collectivist/ diffuse/emotional) and USA (individualist/specific/ emotional) showed strong correlation between team climate, financial rewards and engagement while Netherlands (individualist, specific, neutral) did not show any. While involvement in decision making was significant in US and Netherlands it was not in Mexico, thereby underscoring the role of context.

2.4.20 Brad Shuck – Engagement is not new wine in an old bottle

Shuck et al. (2017) supported the view that engagement is a separate construct and must be researched as such. Shuck and Wollard (2010) defined engagement as “an individual employee’s cognitive, emotional, and behavioral state directed toward desired organizational outcomes”. Engagement must be viewed from psychological, organizational and sociological perspectives and stated that Job fit, affective commitment, and psychological climate influences engagement.

2.4.21 Alfes, Shantz, Soane and Truss - ISA

This team of researchers has contributed several seminal work on engagement – building on Kahn’s theory of engagement, this team built the ISA scale to measure individual level of work engagement (Intellectual, Social, Affective scale) focusing on work-role, activation and positive affect (Soane et al., 2012) and discovered that engagement had a positive impact on task performance, citizenship behavior and turnover intentions. Their research also stated that employee engagement mediated between HR practices and individual behavior although contingent upon the relationship experienced by employee-organization and employee-manager (Alfes et al., 2013)

2.5 Related yet different concepts to work engagement

There are a few related concepts that get mentioned in literature along with employee engagement. However, these concepts are different from work engagement - sometimes (incorrectly) used synonymously - but directionally have similar benefits of overall wellbeing, higher productivity, better team cohesion among others.

- a) **Flow:** According to Csikszentmihalyi (1997) flow is the state of effortless concentration and absorption during engaging a task where the person doing the task loses track of time – a loss of reflective self –consciousness - is fully immersed in the joy of doing the work, time appears to stop and usually the challenge of the task matches the skills the person possess. The concept of being fully absorbed (matches with Schaufeli's dimension of engagement), doing the job because it is intrinsically motivating (aligns with SDT theory), creates positive emotion of achievement (Fredrickson's broaden and build theory) and the outcome is inherently meaningful (Kahn's conceptualization of engagement) to the person are all directionally pointing the same way of work engagement. People experiencing flow at work are self-motivated, enhance productivity and innovation apart from demonstrating extra-role behavior.
- b) **Job satisfaction, Job involvement and Organizational commitment:** In literature job satisfaction, job involvement, Organizational commitment and engagement are used synonymously (Harter et al., 2002) as a proxy for one another. Research by Newman et al. (2010) conceptualized engagement as part of the overarching 'A-factor' that has job satisfaction, job involvement and commitment as part of the constructs. However, job satisfaction is sometimes regarded as the consequence of engagement (Saks, 2006) and some mention that it signals satiation (contentment) with one's work life (Macey & Schneider, 2008) and hence does not denote the energy dimension associated with engagement. Work by Hallberg and Schaufeli (2006), using confirmatory factor analysis, showed that engagement, commitment and job involvement are all related yet distinct concepts and must be treated as one. Similarly, work by Fleck and Inceoglu (2010) showed that engagement characterized by energy, enthusiasm and vigor while others signal comfort and contentment.

2.6 Other academic research work on employee engagement

Employee engagement is associated with two dominant schools of thought – one proposed by Kahn (1990) who conceptualized engagement as personal engagement where employees bring their whole self (cognitive, emotional and physical) to work shaped by meaningfulness, safety and availability of resources to engage in work-related tasks – and second, Utrecht Group represented by Schaufeli and Bakker (2002) and others had the burnout antithesis approach to work engagement and offered the JD-R model – that has a health impairment process and a motivational process - as a lens to discuss about job demands and resources focused on work related activities shaped by absorption, dedication and vigor (Francis & Keegan, 2020). Subsequent researchers built on either of these two models which were complementary in nature.

“Soane et al. (2012) identified cognitive, emotional and social as the three dimensions of employee engagement - The cognitive dimension specified as intellectual engagement, the emotional dimension as active engagement and the physical dimension as social engagement. Welch (2011) has defined organization engagement on similar lines as having three components of physical, cognitive and emotional states that are dynamic. Harter et al. (2003) identified four antecedent elements – clarity of expectations, feeling of contribution, a sense of belonging and opportunities to discuss progress – that are necessary for employee engagement to occur. Rothbard (2001) examined two components of depletion and enrichment and represented them as complex multistep processes that include multiple constructs, such as engagement and emotion”. Shuck and Wollard (2010) identified engagement as employees ‘cognitive, emotional and behavioral state directed towards desired organization outcomes’.

“A highly engaged employee is sine qua non for organizational success (Mani & Mishra, 2019a, 2019b) with several additional benefits including increased productivity, lower employee turn-over and reduced absenteeism. Factors routinely used for studying employee engagement include meaningful work, autonomy, flexibility, procedural justice, coaching accelerated career path, leadership, work environment, recognition and rewards among others” as per Mani and Mishra (2020a).

Engagement is recognized by the energy and identification dimension an employee brings to the job as per Inceoglu and Fleck (2010). Employee engagement predicts employee job attitudes and employee effectiveness better than several other constructs including job satisfaction, job involvement and organizational commitment (Mackay et al., 2017) that leads to high work performance. Bailey et al. (2017) after systematic narrative synthesis of 214 studies on engagement identified five set of factors that can be considered as the antecedent of engagement – “psychological states; job design; leadership; organizational and team factors; and organizational interventions” - and concluded that engagement was positively associated with morale, task performance, demonstration of citizenship behaviour and overall organizational performance.

Engaged employees report better overall well-being, lower levels of depression (Hakanen & Schaufeli, 2012), lower blood pressure (Black et al., 2017) and healthier work-family relationship (reduced conflict) as per Hakanen and Peeters (2015). Engagement has shown to influence several organizational metrics positively – reduced absenteeism, increased productivity and better safety adherence and is known to depend on individual, work related and contextual factors (Hakanen et al., 2019). Related conclusion about the importance of contextual factors on engagement was reached by (Schaufeli, 2018) who discovered that engagement varies across countries (European context) and these are due to socio-cultural, economic and quality of governance factors including the levels of corruption, gender equality, functioning democracies and individualist countries.

Gupta and Shukla (2018) in their study found that work engagement (as given by Schaufeli et al. (2002), which has the constructs of vigor, dedication and absorption), personal engagement (as postulated by Kahn (1990) that has the emotional, physical and cognitive aspects) and job engagement (as proposed by Saks (2006) are conceptually different from each other. Gupta et.al (2015) studied the factors impacting employee engagement in India and concluded that implicit benefits, organizational culture and organizational policies are the three major themes that played an important role in employee engagement.

Demerouti et. al. (2015b) argued that allowing employees to craft their own jobs will aid extra role behaviour – such as employee creativity and contextual performance –

which results in employees going over and beyond the call of duty (consequence of engagement and availability of resources) to deliver results due to superior person – environment fit. Therefore autonomy to craft roles can be considered as an antecedent to employee engagement and supports flourishing. Singh and Singh (2018) “argues that allowing an employee to craft his/her own job results in reduced levels of stress and burnouts, which in turn increases job performance and engagement thereby stressing the importance of non-monetary rewards to improve job performance. Their study focusses on IT services employees in India and recommends several coping strategies to manage stress to enhance productivity”.

Agrawal and Thite (2003) research found that the Indian IT industry is facing challenges including attrition, training for leadership, career growth opportunities. Also, Thite (2010) found that engaging employees have become a priority for human resource (HR) managers of Indian offshoring (IT) industry. Increasingly, the clamour for non-monetary benefits like job autonomy, flexibility (Singh & Singh, 2018), appreciation, meaningful work (Agrawal et. al, 2012), work-life balance (Ahuja et.al, 2007) have amplified among employees of Indian IT services. In the past few years, studies have emerged which predominantly talks about the use of non-monetary levers like flexible HRM (Bal & De Lange, 2015, Sekhar et al., 2018), organizational climate & supervisor support (Alfes et al., 2013) and organizational justice (Kamalian et al., 2010) in the overall organizational context. Engagement is also influenced by work-life balance (Benson & Brown, 2007; Ahuja, 2007) training (Biggs et al., 2014) opportunities for career growth, work-life balance, meaningful work, autonomy, appreciation, empowerment and learning opportunities (Agrawal, 2012; Ahuja, 2007; Dobre 2013), feedback, autonomy, organizational climate, optimism, self-efficacy and social support Halbesleben (2010).

Using the SDT framework as the base (meeting the psychological needs of competence, autonomy and relatedness), Nazir and Islam (2019) built and validated a model that showed the influence of CSR activities (micro-CSR activities) on intrinsic motivation and work engagement of employees in the services sector context (hotel employees) in India who executed their jobs innovatively. Positive impact of CSR on engagement has been shared by others as well (Aguinis & Glavas, 2012; Chaudhary,

2017; Fatma & Rahman, 2016; Truong & Hall, 2017) and how altruistic behaviour by companies enhances employees work perceptions positively (Kim et al., 2018; Glavas, 2016).

Research has shown a positive correlation between ethical leadership and work engagement that ensured the organization's success (Chughtai et al., 2015). Several other studies (Den Hartog, 2015; Loi et al., 2015) corroborated the impact of ethical leadership on employee engagement that resulted in superior performance (Ng & Feldman, 2015) apart from enhancing the social connections and bonding in organizations (Demirtas et al., 2017) that resulted in overall well-being of the employees (Inceoglu et al., 2018). Therefore leadership of the firm (more so ethical leadership that is aspirational) is an important constituent of engagement construct in organizations.

Perceived organization support (POS) – the kind of support needed by the employees to carry out their jobs effectively – has its roots in organizational support theory and conservation of resources theory apart from social exchange theory (Blau, 1964). POS refers to employees' perception of being valued and supported by their organization which creates an obligation on the employees to perform due to the resources received thereby reinforcing their emotional and cognitive assessment of their firms (Byrne & Hochwarter, 2008). POS has positive correlation with work engagement as it meets the socio-economic, emotional, esteem and affiliation needs of employees apart from enhancing the self-efficacy of employees (Eisenberger & Stinglhamber, 2011). Several other researches (Saks, 2006; Murthy, 2017; Imran et. al., 2020 and Ali et. al., 2018) have reinforced the idea that POS enhances work engagement and allows employees to flourish in the workplace thereby impacting their overall well-being and sense of achievement (Imran et. al., 2020).

Research demonstrates that supervisory support enhances engagement and reduces attrition (Shahpouri et al., 2016) and is an important job resource (Suan & Nasurdin, 2016) that increases personal resources of employees and also enhances employees' self-efficacy (Nisula, 2015). Self-efficacy in turn builds work engagement (Llorens et al., 2007; Consiglio et al., 2016) as the ability of the employees to do a job enhances,

it also improves their involvement with the role apart from motivating them to accept challenging work.

Employee experience of job control and support at work predicted an increase in engagement and job resources predicted engagement while engagement predict resources thereby having a mutual reciprocal dependency (Mauno et al., 2007). Procedural and distributive justice, providing employees a voice also enhances engagement (Latham, et al., 2005). Feedback that focusses on employees' strength rather than on their weakness has shown to aid engagement (Aguinis et al., 2012). Similarly perception of fairness especially during appraisal discussions enhances engagement as per Gupta and Kumar (2013).

Warr (1994) formulated the vitamin model - to study the issue of mental health due to job characteristics which is analogous to the effect vitamins A, C, D and E have on the human body. Vitamins have two broad effect – Constant effect (CE) (no improvement in health after a point and not detrimental) and additional decrement (AD) effect – detrimental over a period of time. Warr reviewed nine characteristics of job and found that three of them (salary, safety, and task significance) follow have the CE effect and six of them (job autonomy, job demands, social support, skill utilization, skill variety, and task feedback) have AD effect. Knight et al. (2017) found four types of interventions – personal resource building, job resource building, leadership training and health promotions – enhance work engagement.

Mindfulness – ability to stay in the present - is understood to enhance overall wellbeing by increasing personal resources like resilience (Good et al., 2016) which would help to appraise a stressful situation at workplace differently. Psychological contract plays an important role in impacting engagement. Research by Bal et. al. (2013) found that fulfilment of the psychological contract (the mutual obligation between employees and employer – the principle of reciprocity as highlighted in social exchange theory) enhances engagement and on the corollary breach of psychological contract by the employer results in disengagement, reduced efforts and low levels of dedication towards the job by the employees (Rayton & Yalabik, 2014). Pre-employment experiences and socialization process are critical lead indicators of the psychological contract – which is subjective to individual's perception and is

implicit Rousseau (2001) and starts early in the recruitment process and develops over the entire duration of employment. There are broadly four types of psychological contracts that exist in literature - relational, transactional, balanced, and transitional as per Rousseau (2000). Work by Soares and Mosquera (2019) confirm that relational (related to social-emotional) and the balanced (related to developmental support) contracts have positive impact on engagement whereas transactional and the transitional contracts have negative impact on work engagement. These findings are consistent with research carried out by Pohl et al.(2016) which elucidates the importance of long term employment opportunities (relational contract) to build loyalty with adequate avenues for development, growth and challenges (balanced contract) to enhance employee engagement.

Given the benefits of having engaged employees for overall organizational performance, several surveys by leading HR consultancy firms show low to modest percentage of engagement across companies and countries – Gallup (15% of employee are engaged), Willis towers Watson (40% are engaged) and Aon Hewitt (24% are engaged). The significant difference in scores is attributed to the difference in constructs and measures used by these firms. Many of the antecedents identified in these practitioners literature for engagement include leadership, career growth, training, brand, innovation, rewards and work-life balance among others.

Employee engagement is a context specific concept and what works in one geography or industry or country may not necessarily work for others and therefore cannot be generalized without testing these concepts (Brough et al., 2013) for universal applicability (Kelliher et al., 2014). Research of Farndale (2017) validates this point that while there are common themes on the antecedents of employee engagement between UK and India; there were significant differences as well. Also, countries vary pointedly on the culture dimensions which add to challenge of generalizability. Therefore, context matters in work engagement research and hence it is important to understand the elements of employee engagement in Indian IT sector context and build an empirically tested model of non-monetary levers to enhance engagement (Mani & Mishra, 2020a) which has not been researched so far.

Non-monetary incentives that were mentioned as part of overall employee engagement/motivation literature include meaningful and purposeful work, flexible working arrangements, appreciation /recognition, work environment, accelerated career growth, coaching, culture, autonomy, CSR, leadership, brand, work-life balance, co-worker relations, generous vacation policies, fully funded training, individual social responsibility (ISR), feedback, procedural and distributive justice, sabbatical and supervisor relations as per Mani and Mishra (2020a) given in table 2.3.

2.7 Variables found in literature survey

Table 2.3: List of non-monetary variables identified

Variables	Variables
Meaningful and purposeful work	Brand
Flexible working arrangements	Work-life balance
Appreciation /Recognition	Co-worker relations
Work Environment	Generous vacation policies
Accelerated career growth	Fully funded training programs
Coaching	Individual social responsibility (ISR)
Organizational Culture	Feedback
Autonomy	Procedural and distributive justice
CSR	Sabbatical
Leadership	Supervisor relations

These 20 variables have appeared in several other research works by scholars - in academic literature – and some of those important and latest research works is given in detail in the subsequent pages and summarized as part of Table 2.4.

Meaningful work is one of the key factors that impact engagement Kahn (1990) which is a positive state where employees feel they are making an useful contribution to a worthwhile purpose in doing their jobs (Albrecht et al., 2015) and the cues in the environment reinforces the meaningfulness (Rosso et al., 2010; Albrecht, 2013). Humphrey et al. (2007) identified meaningfulness as the most critical state having primary influence on performance. Several other researchers (Kahn & Heaphy, 2014; Byrne et al., 2017; Landells & Albrecht, 2019) have confirmed that having meaningful jobs has a strong positive association with engagement May et al. (2004). Exploratory research with Indian IT sector experts confirmed that a meaningful job is an important non-monetary lever for work engagement (Mani & Mishra, 2020a).

Flexible work arrangement (FWA) – where an employee is offered flexible working hours or remote work locations has positive impact on employee engagement (Bal & De Lange, 2015; Weideman & Hofmeyr 2020). Work life balance aids employees overall well-being, enhances productivity and engagement (Caesens et al., 2016). Zeijen et al. (2018) found work engagement and constructs of flexible work arrangement like self-goal setting are positively correlated. FWA has an impact on employee well-being (Zhong et al., 2016) which influences engagement at work therefore needs detailed study (Saks, 2006). FWA has several benefits for the organization including high employee retention (Gajendran & Harrison, 2007), increased productivity (Gajendran et al., 2015) reduced work - family conflicts (Wood & de Menezes, 2010) and improved organizational commitment (Chen & Fulmer, 2017) all results in higher motivation and engagement.

Appreciation is a key factor of well-being and performance across domain and happens when a person acknowledges a value of something (person, object, behaviour or an event) and has a positive emotional feeling towards it (Fagley & Adler, 2012) and has significant impact on work engagement (Meyer & Allen, 1997; Bakker et al., 2007; Hsieh & Wang, 2015; Bakker & Demerouti, 2008, 2014; Long & Shields, 2010; Brun & Dugas, 2008; Saks, 2006). Appreciation enhances trust, social relationships (Algoe et al., 2010), improves subjective well-being, encourages kinship with triple bottom line of people, planet and profit (Fry & Slocum, 2008), reduces conflict, increases productivity, improved customer satisfaction ratings (White, 2014).

The quality of *work environment* has a bearing on motivation and engagement of employees. Work environment is considered a different representation of work including training, control, intrinsic value of task, variety, sense of accomplishment, a sum of relationships (Rich et al., 2010), that attracts an individual to the organization and motivate them to perform their best (Harter et al., 2002). Good work environment is an important element in employee engagement (Anitha, 2014; Miles, 2001; Mani & Mishra, 2020a). Therefore, work environment that is healthy, safe, demonstrates concern for the employees' needs and feedback, offers flexibility and fosters growth will enable work engagement to thrive (Saks, 2006; Schaufeli & Bakker, 2004; Richman et al., 2008)

Accelerated career growth is considered an important engagement tool for the current generation of work force (Jha et al., 2019) who recommend a dashboard showing the career path for the millennials as an effective strategy to enhance engagement. Career growth as a critical ingredient for staying engaged was reflected in the research of Osborne and Hammoud (2017) as space for advanced builds vitality, dedication in employees (Bai & Liu, 2018; Liu et al., 2017). Career plateau was negatively associated with job satisfaction and positively associated with intention to quit for employees for Vietnamese companies (Trang, 2014; Van & Nafukho, 2019) and negatively impacts employee engagement and triggers exhaustion (Nguyen, 2014).

Coaching initiatives is another non-monetary lever that enhances work engagement and research by (Ladyshevsky & Taplin 2017) has shown positive relationship between managers coaching behaviour and employees work engagement. Dahling et al. (2016) found a positive correlation between coaching and goal attainment (an important motivational antecedent). Coaching is effective if it is not approached from a punitive management perspective and more from a growth/reward perspective and the coachee must agree to be coached (Grover & Furnham, 2016) to enhance engagement. Coaching can help build self-awareness of leaders, results in behavioural change and help appreciate the impact on engagement (Dippenaar & Schaap, 2017) by developing an appreciation of emotional contagion effect. Coaching (and feedback) is important to activate employees' internal and external motivation that enhances feeling of engagement (Lonsdale, 2016; Lee et al., 2019) and overall work attitudes.

Organizational culture - represents “similarity in perception, perspective, value, and behaviour that are believed, studied, applied, and developed simultaneously by all of the organization members resulting in an organization identity” (Kreitner & Kinicki, 2006) – impact the overall motivation and engagement of employees (Albrecht, 2012; Halbesleben, 2010; Crawford et al., 2010). Nandan (2020) identifies dimensions of organizational culture (internal communications, team orientation, rewards among others) that impact engagement and shows how this (EE) enables business sustainability. Ethical culture is known to foster strong connection with one’s job and co-workers, enables growth and learning, builds trust (produces oxytocin that facilitates cohesion) apart from employee engagement (Zak, 2017). Similarly, trust and value congruence (Huhtala & Feldt 2016) recognition, participation in decision as part of organizational culture aids engagement was echoed by Reis et al. (2016).

Autonomy in job as per De Spiegelaere et al. (2016) is a multi-dimensional concept that involves four types of autonomy - work method, work scheduling, work time and place of work – and work method is statistically significant for engagement. However research by Kattenbach et al. (2010) showed that both working time autonomy and working place autonomy aid motivation and engagement. Autonomy’s overall impact on engagement was postulated by Hackman and Oldham (1980), by Taris et al. (2017) and by Bakker and Demerouti (2007, 2008). Subsequent research (Shantz et al., 2013; Lin & Ping, 2016) gave a positive correlation between autonomy and engagement. Therefore autonomy is an important non-monetary lever for EE.

CSR (corporate social responsibility) activities of the company to create an impact in the society and stand for something larger than profits, enhances engagement (Caligiuri et al., 2013; Gond et al., 2017; Mani & Mishra 2020a). CSR activities add meaning to what employees do (Rupp & Mallory, 2015; Rupp et al., 2018) and there are studies now exploring the psychological aspects of CSR activities on employees (altruistic tendencies tend to reveal a larger purpose) commitment, firms attractiveness and identification (Ditlev-Simonsen, 2015). These studies confirm the positive impact of company’s CSR activities on work engagement provided the firm make employees aware of the CSR volunteering activities undertaken and publicize CSR programs currently supported (Raub & Blunschi, 2014; Du et al., 2015).

Leadership influence on enhancing employee productivity (Gottfredson & Aguinis, 2017), intention to quit (Halbesleben, 2010), performance (Xanthopoulou et al., 2007), service climate and loyalty (Salanova et al., 2005) among others is well established. Leaders can influence work engagement by inspiring their team, having right work conditions (Schaufeli, 2015; Luthans & Youssef-Morgan, 2017). There are several positive leadership styles (transformational leadership, charismatic, ethical, authentic, empowering, humble, benevolent and engaging leadership etc) which may not differ much as per Bormann and Rowold (2018) and may well have construct redundancy (Banks et al., 2018) and have positive correlation with work engagement (Hoch et al., 2018; Decuyper & Schaufeli, 2020) and act as an antecedent by increasing resources.

Employer **Brand** (that communicates positive and distinctive image of the company) has an affirmative relationship with engagement (Chawla, 2020) through P-O fit. Branding as a source of competitive advantage and also for attracting/retaining talent has been well-researched in the management literature (Tanwar & Prasad, 2016; Rao, 2017; Gilani & Cunningham, 2017). Employer brand has been explained using the concepts of SET as a psychological contract (employees enjoy financial security, social cohesion, need achievement) that creates mutually obligated relationships that enhances EE (Yadav et al., 2020). Similar research by Kashyap and Chaudhary (2019) shows that engagement is directly influenced by brand and indirectly by trust and identification (engagement constructs).

Work-life balance (WLB) influences engagement and vice-versa (Halbesleben, 2010; Timms et al., 2015) and WLB factors like work-family conflict, work-family enrichment and work-family spill-over have reciprocal relationship with work engagement (Ilies et al., 2017; Vîrgă et al., 2015). JD-R theory shows that lack of resources depletes energy and research has confirmed that it exacerbates work-family conflicts (Chernyak-Hai & Tziner, 2016; Mache et al., 2016) and lack of WLB results in burn-outs (Maslach et al., 2001; Bakker & Demerouti, 2007). On the contrary healthy WLB provides employees with energy that will intrinsically engage them at work and aid preventive coping (Niessen et al., 2018), and family supportive supervisor behaviours enhances engagement (Qing, G & Zhou 2017). Similar results of WLB aiding EE were obtained by Chan et al. 2017 and Chambel et al. (2017).

Co-worker relations has shown to positively influence work engagement (Bakker & Demerouti, 2008; Schaufeli & Salanova, 2008; Xanthopoulou et al., 2008; Ghosh et al., 2016; Ahmed et al., 2019) and is critical to achieving work related goals. In a recent study Tirastittam et al. (2020) demonstrated that co-worker support followed by perceived organization support were the strongest predictors of work engagement which aids innovative behaviour as co-workers feedback supplements lack of supervisor feedback/support (Eva et al., 2019) and is known to enhance creative performance (Sijbom et al., 2018). Andrew and Sofian (2012) postulated that working in a lean organization with supportive co-workers enhanced engagement (Mani & Mishra, 2019b) that led to psychological safety (Kahn, 1990). Poulsen et al. (2016) research on work engagement of oncology care nurse concluded that co-worker support was one of the strongest predictor of employee engagement.

Generous vacation policies which allow employees to take time –off from work to indulge in leisure activities to recharge their batteries enhance subjective well-being (antecedent of engagement) and subsequently work engagement (Kuykendall, 2015). Taking time off to engage in leisure builds resilience and self-efficacy (Mishra & McDonald, 2017) - personal resources of JD-R model that aids engagement – only when these “activities were high in seriousness and low in work-leisure similarity, or when they were low in seriousness and high in work similarity” (Kelly et al., 2020) and help build a sustainable career (De Vos et al., 2020) by helping individuals to proactively shape their career (Akkermans & Tims, 2017).

Training satisfaction is positively related to work engagement (AonHewitt, 2014) and negatively related to employees’ intention to quit (Memon et al., 2016, 2020) and engagement mediates the relationship between training satisfaction and intention to quit. Training is a good predictor of work engagement (Saks, 2006; Shuck et al., 2014; Albrecht et al., 2015) and related to employee motivation and has a negative relationship with turn over intentions (Huang & Su, 2016). Training helps the employees reduce job-demands by making adequate resources available (Crawford et al., 2010; Luthans et al., 2010). Leaders support for training enhances motivation (Akdere & Egan, 2020) and depends on managerial support (Odor, 2019), program delivery (Kim et al., 2015) and employee motivation (Massenberg et al., 2017).

Individual social responsibility (ISR) encouraged and incorporated as part of the larger CSR activity has shown to promote job satisfaction, attract talent (Dove, 2018) ethical behaviour and organizational commitment (Wilson, 2020). Meeting the altruistic needs of employees by encouraging ISR activities (signals congruence between company values and those of employees) leads to engagement (Colvin & Boswell, 2007) and on the contrary any misaligned with employee values threatens their psychological needs (Rupp et al., 2006). ISR has also been identified as one of the important variables for enhancing engagement in Indian IT companies during exploratory research (Mani & Mishra, 2020a).

Performance **Feedback** (apart from coaching) mediates the relationship between leadership and work engagement (Lee et al., 2019) and feedback is a key leadership behaviour that helps to build competitive advantage (Albrecht et al., 2015; Bakker & Demerouti 2008; Xanthopoulou et al., 2009b) apart from shaping employee attitudes (Lonsdale, 2016). Among the different types of job resources that are available (JD – R) model, one of the critical resources is feedback to employees (Dahling et al., 2016; Schaufeli, 2015) which enhances the understanding of expectations and reduces ambiguity (Beenen et al., 2017) that helps in achieving goals increasing the extrinsic motivation apart from enhancing the intrinsic motivation by meeting the basic psychological needs (Lee et al., 2019) – all aiding work engagement (Bakker, 2018).

Procedural and distributive justice is an important antecedent of work engagement (Saks, 2019; Sweetman & Luthans, 2010) and has been widely researched (Cropanzano et al., 2019; Colquitt & Zapata, 2015; Cropanzano & Ambrose, 2015) and posited to shape work attitudes, behaviours and subsequently engagement of employees (shao et al., 2013). Recent research confirms the impact of procedural and distributive justice on employee engagement with procedural justice making a bigger impact in some context (Özer et al., 2017) and also vice versa in some other context (Kalay, 2016), nevertheless the overall organizational justice constructs impact work engagement, work interest and job involvement of employees (Park et al., 2016). Varying impact of constructs of organizational justice was explored by Kumasey et al. (2019) who discovered that procedural and distributive justice impacted vigour, dedication and absorption (engagement constructs) while interactional justice did not.

The importance of *Sabbatical* to sustain the engagement is building traction in academic research. Work of Macey and Schneider (2008) highlight the limits of resources and energy employees have and it's difficult to achieve sustained levels of engagement, therefore the need for renewal. Similar thoughts have been shared in burn-out literature (Maslach & Leiter, 2008; Gonzalez-Roma et al., 2006; Shimazu et al., 2018) as well as in work by others who talk of dark side of engagement (Halbesleben et al., 2009; Halbesleben, 2010) and need for replenishing oneself. The emphasis on sabbatical as an avenue of renewal has come in expert discussions and exploratory research in Indian IT sector (Mani & Mishra, 2020a). Also, research by Altmann and Kröll (2018) show that employees prefer to take sabbatical - to renew themselves - when they face work-life balance (WLB) issues thereby reinforcing need for sabbatical apart from importance of supervisor support in WLB area.

Supervisor support is a key antecedent of work engagement (Saks, 2019, 2006) and predicts engagement. Multiple researches have confirmed positive correlation between supervisor support and work engagement (Ahmed et al., 2019; Byrne et al., 2016; Bailey et al., 2017) – mediated by trust (Holland, 2017; Li et al., 2017), aided by having tools (Jin & McDonald, 2017), leading to POS (Guchait & Back, 2016; Gordon, 2020; Ogbonnaya et al., 2018), resulting in proactive behaviour (Chen & Wu, 2017), negative turnover intentions (Gordon et al., 2019), leading to higher task performance (Afzal et al., 2019), improved employee morale (Rofcanin et al., 2019), favourable perception about organization (Kurtessis et al., 2017), resulting in positive attitudes and behaviour (Ogbonnaya & Messersmith, 2019) and a chief predictor of engagement (Kumar et al., 2018). Several research have document the downside of abusive supervisors on employees – reduced trust in supervisor (Ji & Jan, 2020), disengagement (Valle et al., 2019), attrition and avoidance (Peltokorpi, 2019) and negative impact on job satisfaction, commitment and identification (Zhang & Liu, 2018). Therefore perceived supervisor support positively correlates with engagement, higher productivity, overall wellbeing, extra-role behaviour among others. On the contrary, abusive supervisor relationships increases attrition, reduces morale, lowers performance and results in disengagement.

Table 2.4 has brief meaning of these 20 variables and the list of literature referenced.

Table 2.4: Summary of non-monetary variables and literature support

#	Variable	Brief meaning	Select academic literature
1	Meaningful and purposeful work	<i>“A combination of dimensions such as ‘mastery’, ‘community’ and ‘promoting the welfare of others” - Michael Pratt</i>	Kahn, 1990; Albrecht et.al., 2015; Rosso et al., 2010; Albrecht, 2013; Humphrey et al.,2007; Kahn & Heaphy, 2014; Byrne et al., 2017; Landells & Albrecht, 2019; May et al.,2004; Mani & Mishra, 2020a
2	Flexible working arrangements	<i>“as different work hours and representative of a remote work option, half days and additional paid time off days, and longer breaks” - Courtney White</i>	Bal & De Lange, 2014, Weideman & Hofmeyr 2020; Caesens et al., 2016; Zeijen et al., 2018; Zhong et al., 2015; Saks, 2006; Gajendran & Harrison, 2007; Gajendran et al., 2015; Wood & de Menezes, 2010; Chen & Fulmer, 2017
3	Appreciation /Recognition	<i>“an authentic affirmation of good performance and also about the value of the person to the organization” – Paul White</i>	Fagley & Adler, 2012; Meyer & Allen, 1997; Bakker et al., 2007; Hsieh & Wang, 2015; Bakker & Demerouti, 2008; Long & Shields, 2010; Brun & Dugas, 2008; Saks, 2006; Algoe et al., 2010; Fry & Slocum, 2008; White, 2014
4	Work Environment	<i>“policies, practises and procedures for safe, healthy, professional and fun-filled set up”- Stephen Teo</i>	Rich et al., 2010; Harter et al. 2002; Anitha, 2014; Miles, 2001’ Mani & Mishra, 2020a; Saks, 2006; Schaufeli & Bakker, 2004; Richman et al., 2008
5	Accelerated career growth	<i>“development and advancement in a firm captured by career goal progress, professional ability development, promotion speed, and remuneration growth” – Q Weng</i>	Jha et al., 2019; Osborne & Hammoud, 2017; Bai & Liu, 2018); Liu et al., 2017; Trang, 2014; Van & Nafukho, 2019; Nguyen, 2014

6	Coaching	<i>“a partnership to achieve sustainable effectiveness through learning..to close gaps between potential and performance” – Rodgers</i>	Ladyshewsky & Taplin 2017; Dahling et al., 2016; Grover & Furnham, 2016; Dippenaar & Schaap, 2017; Lonsdale, 2016; Lee et al., 2019
7	Culture	<i>“a set of shared assumptions that guide behaviours..consists of the values, beliefs, and norms which influence the behaviour” - Schultz</i>	Kreitner & Kinicki, 2006; Albrecht, 2012; Halbesleben, 2010; Crawford et al., 2010; Nandan, 2020; Zak, 2017; Huhtala & Feldt 2016; Reis et al., 2016
8	Autonomy	<i>“employee’s ability or freedom to make decisions about their work activities and the possibility to influence one’s work” – Seppälä P</i>	De Spiegelaere et al., 2016; Kattenbach et al., 2010; Hackman & Oldham 1980; Taris et al., 2017; Bakker and Demerouti 2007, 2008; Shantz et al., 2013; Lin & Ping, 2016
9	CSR	<i>“corporate behaviours that aim to affect stakeholders positively and that go beyond its economic interests” - Turker</i>	Caligiuri et al., 2013; Gond et al., 2017; Mani & Mishra 2020a; Rupp & Mallory, 2015; Rupp et al., 2018; Ditlev-Simonsen, 2015; Raub & Blunschi, 2014; Du et al., 2015
10	Leadership	<i>“process of influencing people so that they will strive willingly and enthusiastically toward the achievement of the group goal” - Koontz and Donnell</i>	Gottfredson & Aguinis, 2017; Halbesleben, 2010; Xanthopoulou et al., 2007; Salanova et al., 2005; Schaufeli, 2015; Bormann & Rowold (2018); Banks et al., 2018; Hoch et al., 2018; Decuyper & Schaufeli, 2020; Luthans & Youssef-Morgan, 2017
11	Brand	<i>“a name, term, design, symbol or any other feature that identifies one’s good or service as distinct from those of other</i>	Chawla, 2020; Tanwar & Prasad, 2016; Rao, 2017; Gilani & Cunningham, 2017; Yadav et al., 2020; Kashyap & Chaudhary 2019

		<i>sellers</i> ” - AMA	
12	Work-life balance	<i>“a shortage of conflict or interference between work and family/ life roles” – Frone M R</i>	Halbesleben, 2010; Timms et al., 2015; Ilies et al., 2017; Vîrgă et al., 2015; Chernyak-Hai & Tziner, 2016; Mache et al., 2016; Maslach et al., 2001, 2007; Bakker & Demerouti, 2007; Niessen et al., 2018; Qing, G., & Zhou 2017; Chan et al., 2017 and Chambel et al., 2017.
13	Co-worker support /relations	<i>“support an employee gets from his/her peers at the workplace”- Van Dierendonck</i>	Bakker & Demerouti, 2008; Schaufeli & Salanova, 2008; Xanthopoulou et al. 2008; Ghosh et al., 2016; Ahmeda et al., 2019; Tirastittam et al., 2020; Eva et al., 2019; Sijbom et al., 2018; Andrew & Sofian, 2012; Kahn, 1990; Poulsen et al., 2016
14	Generous vacation policies	<i>“a time off the job lasting several days to several weeks” - Hoopes</i>	Kuykendall, 2015; Mishra & Mcdonald, 2017; Kelly et al., 2020; De Vos et al., 2020; Akkermans & Tims, 2017
15	Fully funded training	<i>“training is systematic development of the knowledge, skills, and expertise required by a person to effectively perform a given task or job”- Michael Armstrong</i>	AonHewitt, 2014; Memon et al., 2016, 2020; Saks, 2006; Shuck et al., 2014; Albrecht et al., 2015; Huang & Su, 2016; Crawford et al., 2010; Luthans et al., 2010; Akdere & Egan, 2020; Odor, 2019; Kim et al., 2015; Massenberg et al., 2017
16	Individual social responsibility (ISR)	<i>“an integral part of peoples’ daily lives encompassing a broad range of activities beyond volunteering” - Elizabeth Dove</i>	Dove, 2018; Wilson, 2020; Colvin & Boswell, 2007; Rupp et al., 2006; Mani & Mishra, 2020a

17	Feedback	<i>“Information provided by an agent regarding aspects of one’s performance and understanding”</i> - Hattie and Timperley	Lee et al., 2019; Albrecht et al. 2015; Bakker & Demerouti 2008; Xanthopoulou et al., 2009b; Lonsdale, 2016; Dahling et al., 2016; Schaufeli, 2015; Beenen et al., 2017; Lee et al., 2019; Bakker, 2018
18	Procedural and distributive justice	<i>“Procedural justice is how employees perceive fairness in the process and Distributive justice is fairness in reward and resource distribution”</i> - Cropanzano & Ambrose	Saks, 2019; Sweetman & Luthans, 2010; Cropanzano et al., 2019; Colquitt & Zipay, 2015; Cropanzano & Ambrose, 2015; shao et al., 2013; Özer et al., 2017; Kalay, 2016; Park et al., 2016; Kumasey et al., 2019
19	Sabbatical	<i>“an extended absence in the career of an individual to fulfil some goal”</i> - Walter Eells	Macey & Schneider (2008); Maslach & Leiter, 2008; Gonzalez-Roma et al. 2006; Shimazu et. al., 2018; Halbesleben et al., 2009, Halbesleben 2010; Mani & Mishra, 2020a; Altmann & Kröll (2018)
20	Supervisor relations	<i>“individuals belief that supervisor offer them work-related assistance to aid in the performance of their job”</i> - Susskind	Saks, 2019, 2006; Ahmeda et al., 2019; Byrne et al., 2016; Bailey et al., 2017; Holland, 2017; Li et al., 2017; Jin & McDonald, 2017; Guchait & Back, 2016; Gordon, 2020; Ogbonnaya et al., 2018; Chen & Wu, 2017; Gordon et al., 2019; Afzal, et al., 2019; Rofcanin et al., 2019; Kurtessis et al., 2017; Ogbonnaya & Messersmith, 2019; Kumar et al., 2018; Ji & Jan, 2020; Valle et al., 2019; Peltokorpi, 2019; Zhang & Liu, 2018

2.8 Dark side of engagement

‘Too much of good thing’ can also have its downside. There are research that are emerging about the ill-effects of too much work engagement – on the overall health, family relationships (Halbesleben, et al., 2009) community social connects among others. Also, psychological effects taken to extreme can turn out to be a handicap – ‘ambition can turn into greed’, ‘self-esteem can morph into narcissism’ and what appeared as ‘creativity initially can turn into eccentric behavior’ (Le et al., 2011; Garrad & Chamorro-Premuzic, 2016). Research also shows that working without building in time for renewal can lead to burn-out (Halbesleben, et al., 2009), emotional exhaustion, sleep disorders and other psychosomatic complaints (Sluiter, 1999; Maslach et al., 2001) and specific strategies for recovery actually may help sustain engagement behavior for long term (Bakker & de Vries, 2020; Sonnentag & Schiffner, 2019; Sonnetag et al., 2008; Sonnentag, 2003). Therefore research on employee engagement is incomplete if its downside is not mentioned.

Work of Garrad and Chamorro-Premuzic (2016) show that some of the best performing teams are also the least satisfied. While the correlation between engagement and performance has been established in several studies; good performance may also be a result of other factors apart from engagement. Factors like leadership, clarity of goals and sense of purpose may influence performance too. Therefore, crediting engagement as the only source of high performance and focussing on building strategies to enhance work engagement - ignoring several other influencers to performance – may yield unintended negative consequences of poor overall well-being of employees, reduced self-efficacy and loss in productivity over long term. Building recovery schedule helps replenish lost resources (Chawla et al., 2020) which positively impact post recovery work behaviour (Sonnentag et al., 2017). Scholars have focussed on four recovery experiences – psychological detachment, relaxation, mastery and control (Sonnentag & Fritz, 2007) that would help renew individuals from strains of work. The moot point of burn-out and renewal research is that the need and ability to switch off from work, on regular basis, to renew the lost resources would aid in sustaining engagement over period of time. Failure to do so and focusing on staying engaged would result in burn-out and emotional exhaustion.

2.9 Practitioner literature on employee engagement

Employee engagement as a concept was popularized by HR consultancy firms and practitioners long before academia caught on with the concept. Of the many things like lean manufacturing that emerged in the industry before academia took interest, employee engagement is one such concept that has rich real-life examples led by HR consultancy firms, globally. Few of the important firms are listed for sake of completeness. No research on employee engagement is complete without discussing practitioner literature, however the details of their constructs are not readily available (they are proprietary) and the known ones have used employee engagement constructs that overlap with other similar area like job involvement, job satisfaction among others. Also, the practitioners constructs measures the organizational environment that aids engagement rather than the engagement within the individual. Lack of strong theoretical foundation of these constructs have been criticised by many academic experts and general lack of academic rigour in building these models have been called out in literature. Nevertheless, the employee engagement work done by practitioners is a flourishing multi-billion dollar industry that offers useful insights. The survey built by the practitioners, their models, approach and overall strategy towards employee engagement has been adopted by thousands of large corporations that have reported substantial gains – both financial and non-financial. Therefore in the ‘rigour vs. relevance’ debate, practitioner literature is winning the relevance angle of work engagement. Five well-known HR consultancy firms are reviewed in this section

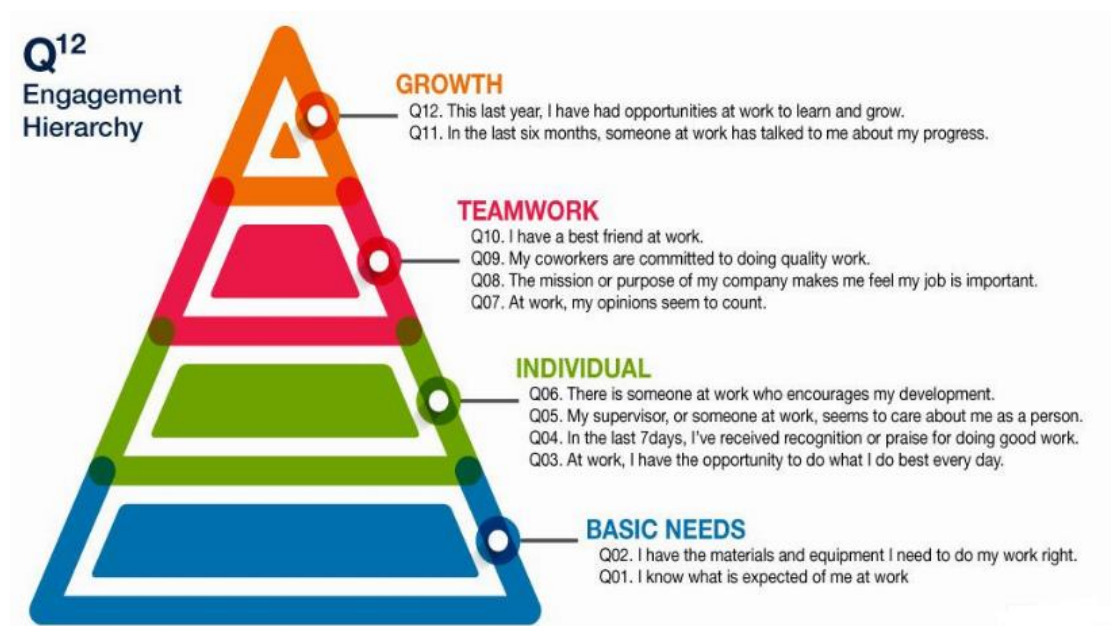
- a) Gallup
- b) Aon Hewitt
- c) Willis Towers Watson*
- d) DecisionWise
- e) Mercer

*As of March 2020 both Aon and Willis Towers Watson have announced that their decision to merge these two companies subject to regulatory approvals that are expected to come through by middle of 2021. Till then these two firms will run as separate entities while leveraging each other’s capabilities.

2.9.1 Gallup Model of Employee Engagement

The most popular among the employee engagement questionnaire is the Gallup Q¹² survey that has been administered to several million people in the Industry. Gallup survey has 12 questions (as shown in figure 2.16) that measures “an individual’s involvement and satisfaction with as well as enthusiasm for work” (Harter et al., 2002).

Figure 2.16: Gallup Engagement Hierarchy



(Source: Gallup, 2019)




The survey has questions like “*I know what is expected of me at work*”, “*At work, my opinion counts*”, “*There is someone at work who encourages my development*”, “*The mission and purpose of my company makes me feel my job is important*” among others (the 12 questions are given in figure 2.16). Similar to other firms, Gallup’s employee engagement constructs overlaps with adjacent concepts of job involvement and job satisfaction. Also, Gallup’s conceptualization refers to employee work instead of connect to overall organization. However, Gallup is one of the most sought out HR consultancy firms in the world for employee engagement related strategies by the industry. (www.gallup.com)

2.9.2 Aon Hewitt Model of Employee Engagement

Another well-known HR consultancy firm that has popularized the concept of employee engagement is Aon Hewitt. The employee engagement model by Aon Hewitt has both business and individual outcomes and “the construct refers to the psychological state and behaviour that leads to superior performance. Aon’s model operationalized engagement as a construct of six items composed of three facets of “Say”, “Stay” and “Strive” as shown” in the figure 2.17.

- a) Say: Speak positively about the organization to existing and potential employees and clients
- b) Stay: Has a sense of belonging and intention to be part of the company
- c) Strive: Exert efforts for the success of the company and are motivated

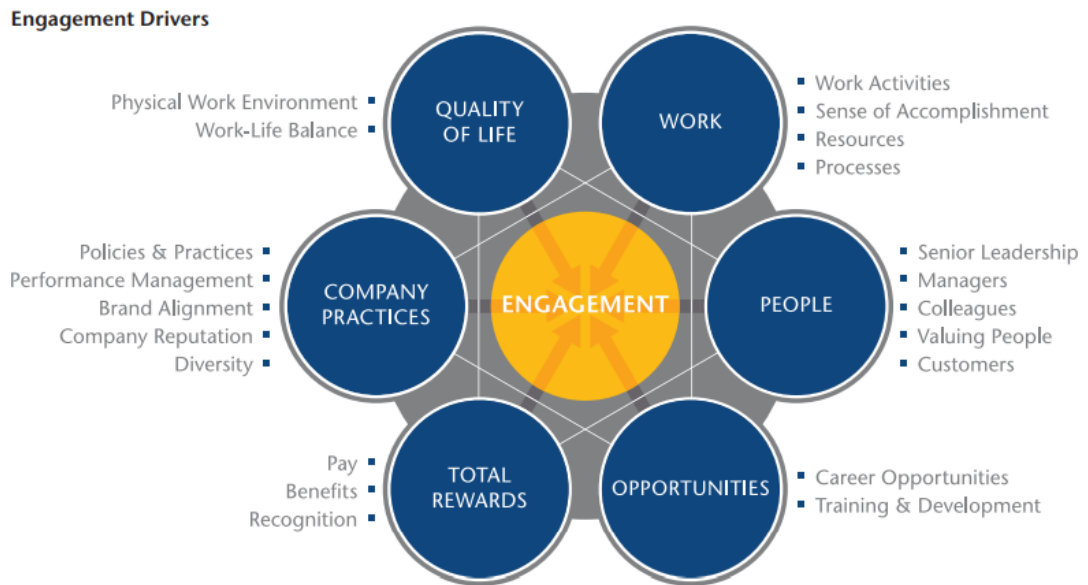
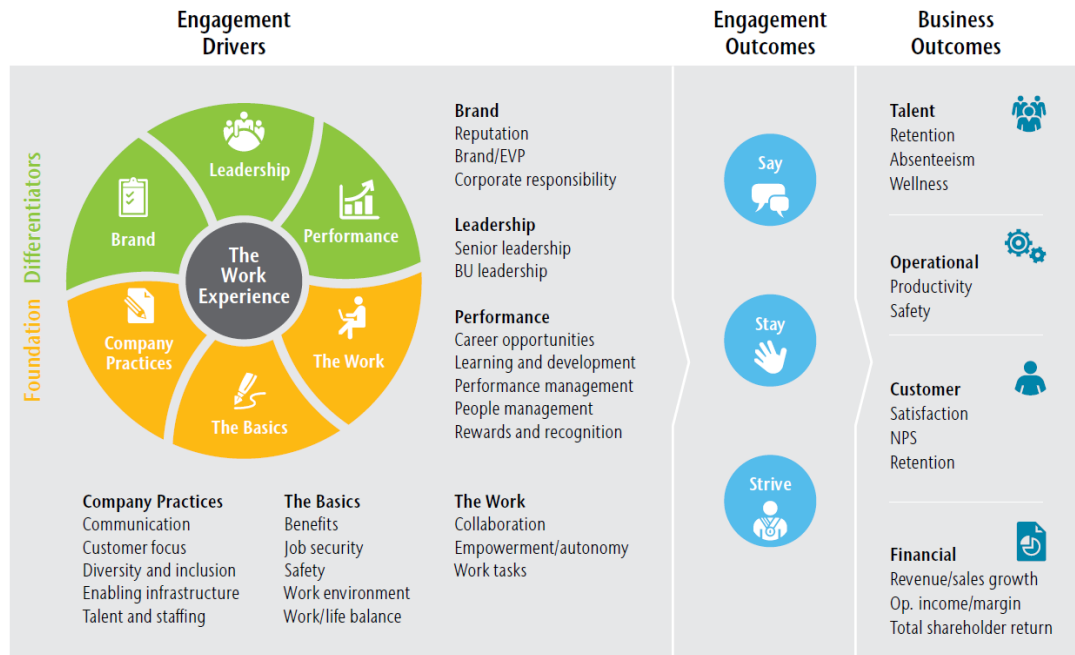
Figure 2.17: Aon Hewitt Engagement model

Engagement	Content	Items in Aon Hewitt Operational Definition
 <p>Say</p>	<p>Speak positively about the organization to coworkers, potential employees, and customers</p>	<ul style="list-style-type: none"> ▪ I would not hesitate to recommend this organization to a friend seeking employment ▪ Given the opportunity, I tell others great things about working here
 <p>Stay</p>	<p>Have an intense sense of belonging and desire to be part of the organization</p>	<ul style="list-style-type: none"> ▪ It would take a lot to get me to leave this organization ▪ I rarely think about leaving this organization to work somewhere else
 <p>Strive</p>	<p>Are motivated and exert effort toward success in their job and for the company</p>	<ul style="list-style-type: none"> ▪ This organization inspires me to do my best work every day ▪ This organization motivates me to contribute more than is normally required to complete my work

(Source: Aon Hewitt, 2015)

Aon’s model had six drivers (Work, People, Opportunities, Total rewards, Company practices and Quality of life) that are largely divided into the foundational elements and differentiators and attendant organizational antecedents that lead to engagement outcomes of say, stay and strive which leads to superior business outcomes (retention, wellness, productivity, NPS, revenue among others) as shown in figure 2.18.

Figure 2.18: Aon Hewitt’s model of employee engagement



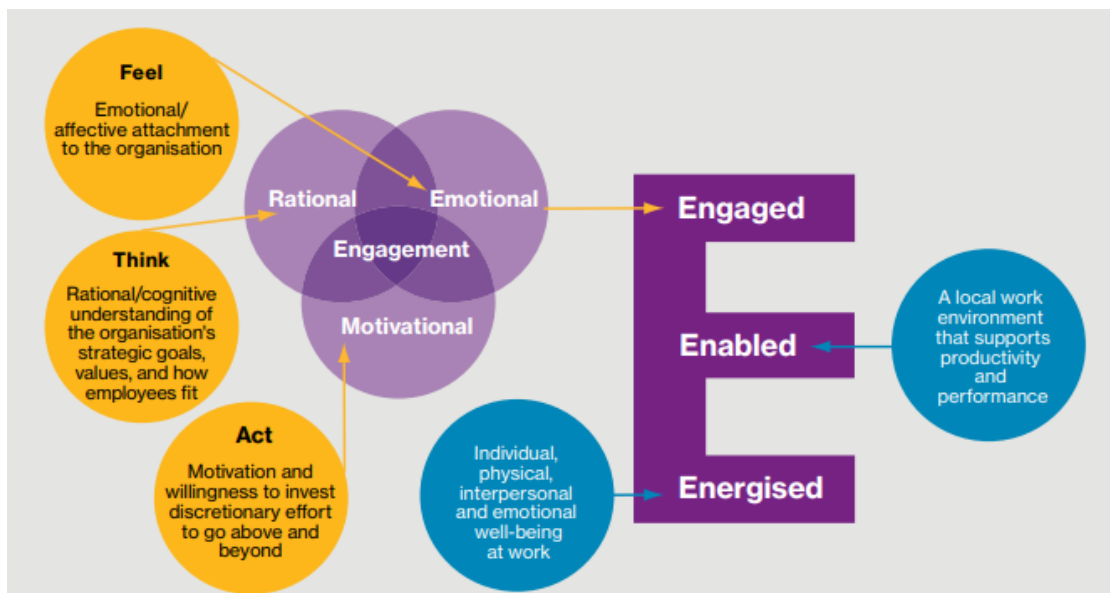
(Source: Aon Hewitt, 2015)

Aon Hewitt defines engagement as emotional and intellectual involvement at work that motivates employees to give their best. Aon concluded from their research that employees that 'say' 'stay' and 'strive' matter for organizational performance and its growth. Also, strive is critical part of engagement measure and may have unique explanatory power. (<https://www.aon.com>)

2.9.3 Willis Towers Watson (WTW) Model of Employee Engagement

WTW defines engagement as ‘think-feel-act’ nexus that has the rational (think), emotional (feel) and motivation and willingness to take action (act) for the benefit of the organization and is identified by the discretionary efforts made by the employee on the job. The question moved from finding out whether the employees were satisfied to whether they are committed and now to whether they are aligned to overall goals of the company – which WTW calls the sustainable engagement (a combination of traditional engagement, enablement and energy) that also leads to overall well-being of the employees as shown in figure 2.19.

Figure 2.19: The three Es – Engagement, Enablement and Energy



(Source: *Engagement to sustainable engagement*, WTW, 2016)

www.willistowerswatson.com

WTW postulates that the shift from measuring engagement only at the work context to a much more holistic slice of life approach – professional, social and family life – that includes both physical and mental well-being should reveal the ‘engageability’, enablement and energy of the employee. Also, employees are equally responsible for their engagement and it is no longer the sole responsibility of the company; is a recent trend witnessed by WTW in the industry. Employee – company fit, voice and value congruence also enhances employee engagement. WTM recommends use to technology to do the surveys and follow it up with agreed upon implementations.

2.9.4 DecisionWise Model of Employee Engagement

DecisionWise defines engagement as “an emotional state where employees feel passionate, energetic, and committed to their work” which makes them to give their heart, hand, mind and spirit to deliver high performance to organization. The core concept of DecisionWise model is that satisfaction elements (salary, perks, brand etc) do not enhance engagement. Engagement is enhanced by employees experiencing meaning, autonomy, growth, impact, and connection (MAGIC) in their jobs as shown in figure 2.20 below. (<https://decision-wise.com/building-engagement>)

Figure 2.20: Five element model of employee engagement



(Source: DecisionWise, 2020)

DecisionWise uses one key question and three supporting questions to measure each of the MAGIC constructs. “My job provides me with a sense of meaning and purpose” (measures Meaning), “I have the freedom to choose how to best perform my job” (Autonomy), “I feel challenged and stretched in my job in a way that results in personal growth” (Growth), “Most days, I see positive results because of my work” (Impact) and “I feel like I belong here” (Connection). Based on the response to anchor questions, DecisionWise creates an engagement index that has four categories of employees – fully disengaged, opportunity group, key contributor and fully engaged.

2.9.5 Mercer model of Employee engagement

Mercer has a three factor model of employee engagement - achievement, camaraderie and equity. Mercer refers to engagement synonymously as commitment or motivation too (although from academic perspective engagement and commitment are related yet different constructs and yet another example of divergence of practitioner and academic literature). According to Mercer engaged employees are vested (equity) in company's success and perform to a much higher standards on the job compared to what is expected from them in the role. As per Mercer, an employee experience (on-boarding, promotion, new role) with the company plays a critical role in enhancing employee engagement therefore advocates HR leaders to engage early in the design process so that they can make a difference in the moments that matter to employees.

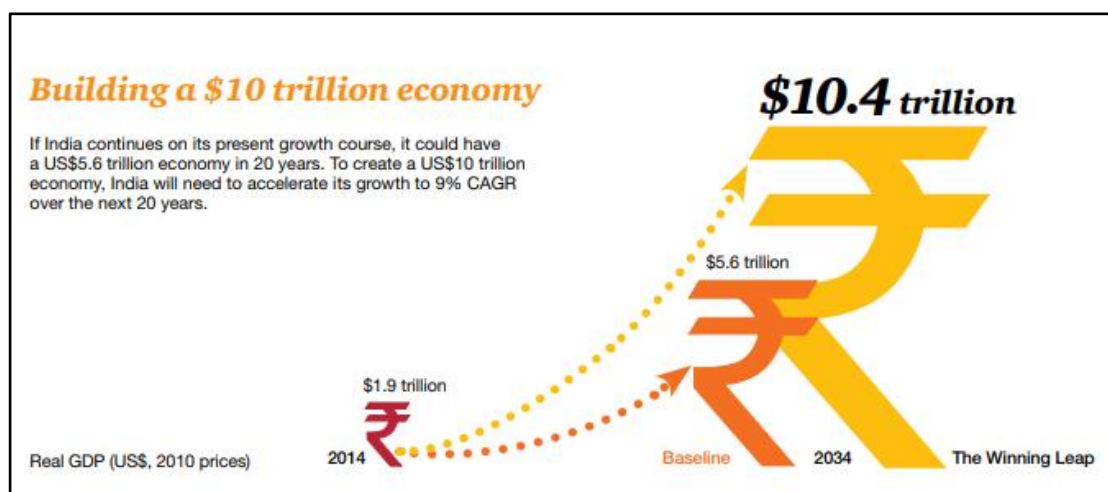
Mercer also recommends to do more frequent pulse surveys to actively listen to employees to unearth insights of their experience with the firm. Mercer has Allegro™ Pulse Survey Platform to capture employee experience and insights that also has industry leading benchmark best practices for standard KPIs apart from allowing the companies to custom-build the surveys that can be easily administered across devices. Knowing how employees rank their firm vis-à-vis the best in the business not only helps understand the areas of improvement but the platform also permit the company to perform the root-cause analysis for low scores.

Mercer's research has shown that organizational inertia has become a drag for real change and performance that impact engagement. Some of the strategies adopted by companies to enhance engagement, as per Mercer, include creating experiential workplaces, leveraging technology to eliminate bias, facilitate remote working, personalised learning and development programs, building employer friendly brand and focus on reskilling employees. Mercer has validated the research that say 50% of engagement is dependent on personality factors therefore not just changing work environment, the HR strategies need to accommodate individual differences as well. Leveraging technology to improve the self-awareness of the people in the team so that they can see how they fit the role is also one of the recommended strategies by Mercer. (<https://www.mercer.com>)

2.10 Indian Economy: \$ 5 Trillion by 2025 and \$ 10 Trillion by 2030

The \$ 5 Trillion by 2025 aspiration for Indian economy, the service sector contribution to it and the importance of IT sector (as part of the services sector portfolio) to the overall Indian economic growth has been detailed in chapter 1 (introduction). The brief presented in this section is over and above that was elucidated earlier. To achieve the aspiration of \$ 5 Trillion GDP by 2025 (and \$ 10 Trillion by 2030, figure 2.21), Indian economy has to grow by 9% every year (Dwivedi & Sharma, 2020). However, the economy is witnessing slowdown due to the pandemic and other structural issues, which need to get addressed (increasing government expenditure, incentives for auto and agricultural sectors, firing up rural demand and labor reforms among others) for reviving the economy.

Figure 2.21: India's GDP aspiration by 2030

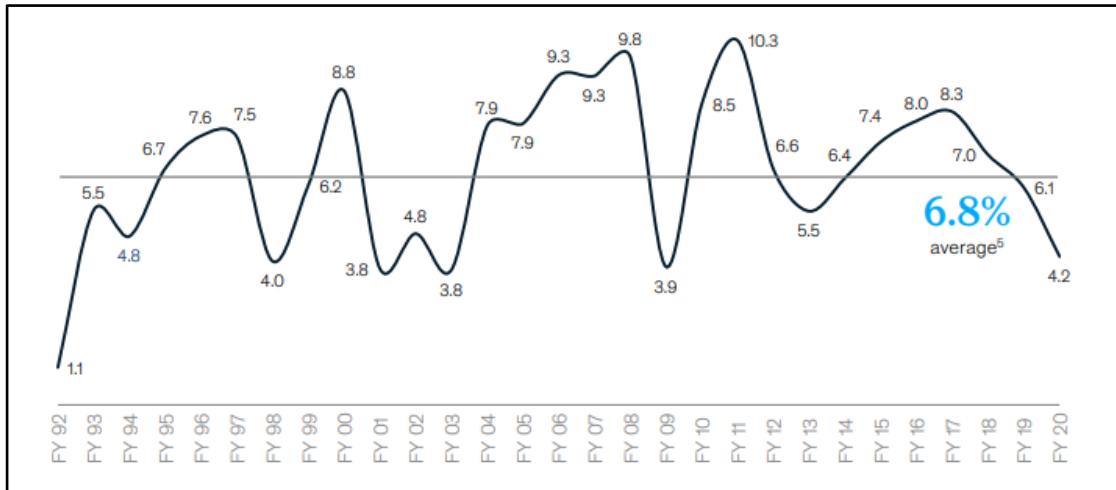


(Source: PwC, 2014, 2020)

A 9% economic growth every year will increase the per capita income from \$ 1500 to about \$7000 which will significantly boost the quality of life for the citizens. Already, millions have seen their disposable income increase (when the Indian economy added \$ 1 Trillion to its GDP in just less than two decades) and are now the new cohorts called the emerging middle class (PwC, 2020). Therefore, economic growth is the passport to increase social sector spending and also on the much needed infrastructure revamp. Although, 9% growth looks difficult to sustain over long term (due to the disruption caused by the pandemic), the past performance track record of India gives

hope for impressive performance. Indian economy has achieved a long term growth of 6.8% as shown in figure 2.22 below (Mckinsey, 2020).

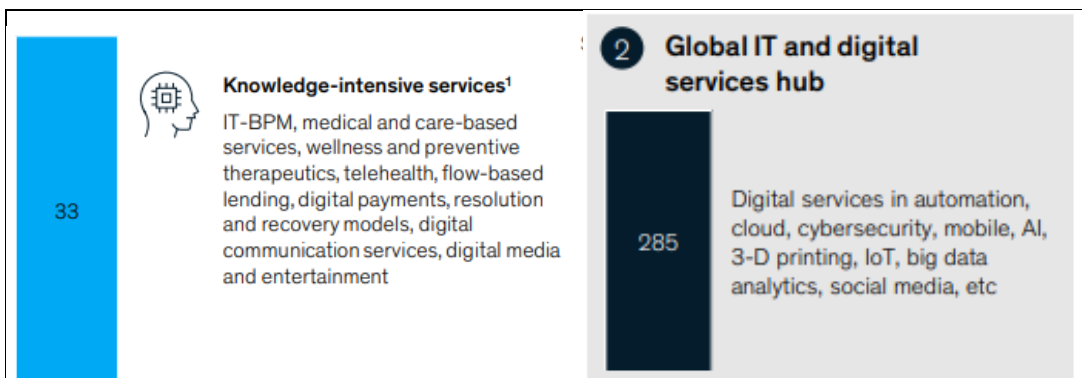
Figure 2.22: India has achieved a long term growth of 6.8%



(Source: Mckinsey & company, 2020)

The research by Mckinsey and Co showed that India has the potential to create \$ 2.5 trillion of economic value and generate 90 million additional non-farm sector jobs if India focusses on 43 frontier businesses (and 3 high growth booster themes – with IT and digital services identified as one of the growth boosters as shown in figure 2.23). IT, digital and allied industries (ITeS, KPO) have the potential to create 33 million non-farm jobs and contribute \$ 285 billion to the overall \$ 2.5 Trillion of economic value, which will be a significant booster not just from a commercial perspective but also from the perspective of gainfully employing millions of non-farm resources.

Figure 2.23: IT and allied industries is one of the growth boosters



(Source: Mckinsey & company, 2020)

As per Department of industrial policy and promotion (DIPP) working group on \$ 5 trillion Indian economy, the gross value added by services sector is half of the total GDP of the country as shown in table 2.5. The services sector account for 55% of FDI equity inflows and 30 % of India’s exports (DIPP, 2019) and has been pulling up the economy over the years; having grown faster than the overall economy. The sector has to grow at over 13% to achieve the \$ 5 Trillion ambition in FY 25.

Table 2.5: Gross value added (GVA) of services has to be 55% of GDP in FY25

Tentative sectoral projection to achieve US\$ 5 trillion GDP by 2024-25						
Sectors	GDP (in 2017-18)		Projected GDP 2024-25			
	Value at current prices (Rs in crore)	Share in GDP	Value at current prices (Rs in crore)	Value at current prices (US\$ billion)	Share in GDP	Required nominal Growth Rate
GDP	16773145	100	36000000	5000	100	11.7
GVA Agriculture	2594729	17.1	5040000	700	14	10.1
GVA Manufacturing	2530311	16.8	6480000	900	18	14.6
GVA Services	8176002	53.9	19800000	2750	55	13.7
Average exchange rate of 1 US\$ = Rs. 72/- has been used for the calculations						
NB- Mining, Electricity and Construction share assumed to remained constant between 12 to 13 per cent of the GDP.						

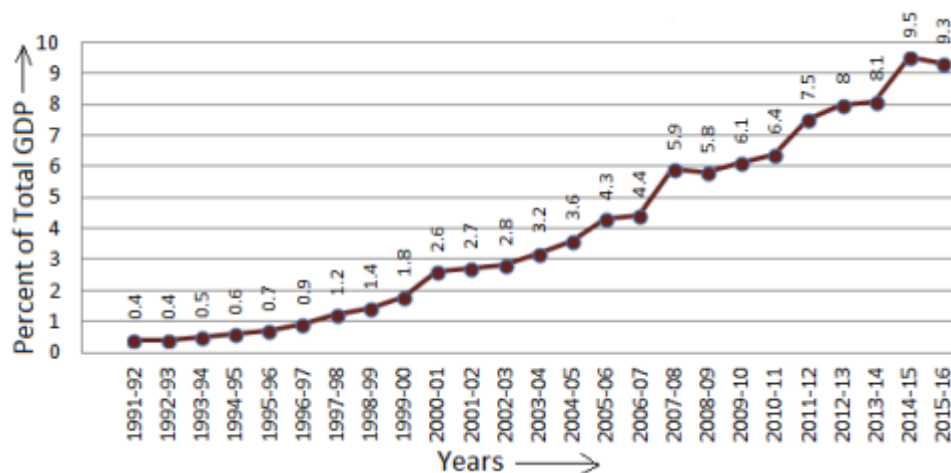
(Source: DIPP, Government of India, 2019)

India is regarded as the digital capabilities hub of the world with around 75% of global digital talent present in the country (DIPP, 2019). The investments in digital projects are projected to increase substantially (Gartner, 2020) and India with the right resources is poised to capture significant value from global markets (DIPP, 2019). The capabilities in the IT and ITeS sector can help create a digital economy of \$ 800 billion to \$ 1 Trillion for the country that is about 18 to 23 % of country’s nominal GDP (MeitY, 2018). Therefore, robust growth of IT sector is critical not only to create value for global clientele and buffer foreign exchange for the nation, but also act as the feeder/catchment area for providing the necessary technical resources to support growing digital adoption in the country – digital payments platforms, e-Governance, e-Marketplace, direct benefit transfers, e-learning, digital banking and more.

2.11 Indian IT services sector

Details of growth of Indian IT sector has been covered in chapter 1 (introduction) of this thesis. This section will provide a brief overview, over and above, what has been shared in introduction to summarize four important points: (1) Indian IT sector is critical to India's growth story (2) This sector which is an employer of choice for millions and was well known for generous monetary incentives is facing profitability pressures and therefore have to adopt non-monetary levers for motivation (3) Low engagement scores and increased attrition has threatened to derail the growth of the sector (4) There has been no structured approach to identify and build a model of constituents of non-monetary interventions till date. Indian IT services companies grew rapidly over the past three decades (NASSCOM, 2020) due to availability of good quality talent that offered significant labor arbitrage advantages over resources available in western countries, infrastructure, talent, supportive government policies and ability of these companies to build scale quickly. These companies used internationalization strategy to gain competitive advantage in both host and home countries (Jain et al., 2019) and strategic leverage of M&As to either access technologies or competencies (Mathews, 2017) which furthered their growth and performance (Jain et al., 2019). Indian IT sector growth fueled India's story as well – Indian IT sector constituted almost 10% of India's economy as shown in figure 2.24.

Figure 2.24: Contribution of Indian IT sector to India's GDP



(Source: Singh & Kaur, 2017)

The muted growth, in the recent years, due to tough business environment put enormous pressures on profitability as unbilled resources (on bench in IT industry parlance), increase of overall cost structure, spend on reskilling resources (IT Industry has to continue to invest in technological and business-domain capabilities to stay relevant for its customers (Chatterjee, 2017) and shifts to digital spend over the traditional application development and maintenance service means more reskilling of resources (Ray & Sharma, 2020)) and flat billing rates eroded margins and became a drag on the overall performance. The industry that grew with generous monetary incentives as a primary source of motivation have less leeway now which has resulted in increased attrition (Deloitte, 2015) in recent years and have to depend on nonmonetary levers – appreciation, training and paid sabbaticals among others - as a key talent management strategy (Naim & Lenka, 2017a).

Also, the IT industry that is characterized by high mobility need to enhance its engagement score to sustain its competitive advantage by strengthening its employee value proposition (Naim & Lenka, 2017b). One key non-monetary lever is brand and Indian IT companies need to have brand story that reflects consistency, differentiation, relevance and understanding (Ray & Sharma, 2020) which impacts loyalty and competitive advantage. Pednekar (2019) analysed the total factor productivity of top 20 Indian IT companies and stated that before March 2015, the sector consistently performed above efficiency level except in 2011 and after March 2015 the overall performance has regressed due to technical inefficiencies which proves that companies are producing sub-optimal output from inputs available to them.

Indian IT companies continue to grow by replication rather than by innovation (Rao & Balasubrahmanya, 2017) and their original value proposition of - high quality talent at low costs – stay valid even today as it were in the earlier days. This means that human capital, scale and cost arbitrage still have a lead over high end/high value work for Indian IT companies; making employee engagement the most critical factor for its future success. Indian IT managers would be better served with additional frameworks to enhance work engagement in their companies. A validated model of non-monetary intervention, that has important variables identified, leveraging theoretical foundation, from literature survey and exploratory research, would be a step in that direction.

2.12 Summary of gaps in literature

Employee engagement has been studied for various countries, sectors and cultures. Recent research, as discussed in the earlier sections of this chapter, shows significant cultural differences of the influence of the constructs on engagement outcomes and thus engagement is context specific. However, there has been no research till date on empirically tested model of constituents of non-monetary levers that aid employee engagement for Indian IT services sector.

The variables, that could potentially be the basic elements or the building blocks of non-monetary interventions, have not been identified, in a statistically satisfactory manner, adopting high academic rigor, for the Indian IT sector. Consequently, how these variables load on to a smaller set of manageable factors and prioritized list of these factors based on their impact on employee engagement outcomes were not studied too.

Moreover, engagement as a concept has been popularized in practitioners' literature by several leading HR consultancy firms and subsequently caught the attention of academic researchers. As engagement was studied from multiple different perspectives and by different stakeholders, it has resulted in diverse set of constructs and definitions – some of which were not grounded in theory, had measures with overlapping constructs or had constructs that are opaque to render itself for academic scrutiny. Hence, there is a need to identify broad set of non-monetary variables that are available in literature, which are grounded in theory, collected and modelled using statistical rigor that can be leveraged by practitioners in Indian IT sector. Lack of such a context specific research work is a gap in literature today

This research work fills the gap of non-availability of non-monetary variables and empirically tested model of factors that could potentially enhance work engagement of employees of Indian IT companies, which could be leveraged by HR practitioners to tailor motivational initiatives. This research also critiques the best HR practices adopted by three other leading services sector companies in India – IndiGo airlines, HDFC and ICICI banks – to offer insights into successful strategies adopted by them to enhance employee engagement in their firms.

2.13 Conclusion

The concept of employee engagement has been influenced by fields of psychology, sociology, organizational behavior, social psychology and anthropology among others. There have been eclectic combinations of theories that have deepened the understanding of engagement constructs. Also, there have been a group of academic researchers who have contributed immensely to further the appreciation of engagement construct which have been ably complemented by practitioners from industry who undertook several empirical works in organizational setting. This chapter identifies over dozen important theories and important research work of key researchers apart from insights available in practitioner literature to give the contours of past work that has happened in the area of employee engagement.

Engaged employees have shown to bring tremendous benefits to the organization (higher productivity, more revenue, better team collaboration, quality output, lower absenteeism and intention to stay with the company), to the individual themselves (overall well-being, better health, enhance life satisfaction, elevated feelings of self-efficacy and esteem), to their families (better relationships, reduce work-family conflict and better facilitation apart from better quality of life) and to the local community (increased involvement in altruist work). Therefore, the significant upside offered by engaged employees has got the attention of both the academic researchers and practitioners alike. While there are multiple definitions, constructs and scales for engagement, there is broad consensus around three areas viz. – “engagement is known by the energy and identification dimensions and it is context specific.”

Indian IT sector which witnessed spectacular growth during the past three decades relied significantly on monetary levers to motivate their employees. Given the tough business environment, globally, these companies have started to rely less on monetary levers and focus on non-monetary levers to build work engagement. As there is no research available on non-monetary levers to enhance engagement for Indian IT sector context; this chapter elucidates the efforts to identify 20 non-monetary levers that are available in literature, grounded in theory, that can be used to build and empirically test a model of constituents of “non-monetary interventions that can be adopted by HR practitioners to enhance engagement in Indian IT companies.”

CHAPTER - 3

3 CHAPTER 3: RESEARCH METHODOLOGY

3.1 Introduction

Research design is the framework which helps to integrate the various components of the study into a coherent, holistic picture that addresses the research objectives of the study. There are different types of research design that can be adopted based on the overall objectives of the research project – qualitative, quantitative and mixed methods (Creswell & Creswell, 2017). The designs can be also classified into descriptive, experimental design, review, correlational, survey and quasi-experimental design. The type of the research design to be used is determined by the overall objectives and the nature of the problem that is being studied. However, irrespective of the design used, a good research design must satisfy four conditions – objectivity, reliability, validity and generalizability of the findings.

In this thesis, a quantitative dominant mixed research method was adopted – in which one relies on a quantitative, post-positivist view of research process to a large extent, while at the same time appreciating the fact that addition of qualitative approach as part of the work will benefit the project the most. In this research, both exploratory research (to identify the variables that impact employee engagement from literature review, building of hypotheses) and descriptive research (conclusive research) – cross sectional descriptive research (a survey research design) was chosen as the research methodology as it renders itself to analysis using statistical tools. The objectives of the research - which addresses a key area of research interest for the industry - were framed, followed by hypothesis formulation, finalizing the sampling procedures, instrument design, testing for reliability and validity, pilot testing, collection of data and further analysis to build the model was undertaken.

3.2 Rationale of the study

Indian IT companies witnessed spectacular growth over the past three decades to build a \$ 191 billion sector that runs the IT infrastructure of Global 2000 corporations around the world (NASSCOM, 2020). This sunrise sector attracted some of the brightest engineers who graduated from large number of colleges in India. The sector grew predominantly by leveraging monetary levers (high starting salaries, generous pay increments, bonuses, stock options, opportunities to work abroad earning in foreign currencies) as the companies consistently made high profits (usually EBITDA of about 40%) due to labour arbitrage. However, tough business environment during the past few years, reduced discretionary spend by clients in IT projects, changing nature of client demands, high variability in deal flow among others have forced Indian IT companies to reduce their dependency on monetary levers as a motivation and retention tool. These companies have to now leverage non-monetary levers (as given in Table 3.1) to enhance the engagement levels of their employees. However, there is no empirically tested model of constituents of non-monetary levers that are available, for the HR managers in this Industry, which can be leveraged. This thesis helps to fill that gap.

3.3 Objectives of the research work

The following are the objectives of the research work

- Identify the various non- monetary levers available to motivate employees in the Indian IT services sector (Qualitative study, interviews and literature survey to identify the variables)
- To develop and empirically test a model of constituents of effective non-monetary interventions to enhance employee engagement at work
- Draw insights on the non-monetary levers that can be adopted by Indian IT services sector, based on the output of the model built.
- Critique the best HR practices adopted by airline (Indigo) and banking (HDFC, ICICI) companies in India, to motivate employees using non-monetary levers, and lessons for Indian IT services sector

3.4 Scope of the Study

The scope of the study is restricted to seeking inputs from employees of Indian IT services companies that are popularly known as India Inc or TWITCH (Tech Mahindra, Wipro, Infosys, TCS, Cognizant and HCL and tier 2 firms). The employees that are involved in software jobs (Programmers, Software Engineers, Project Leaders, Project Managers and Delivery Managers) are included in the study. Other employees of Indian IT services firms who perform support functions like marketing, sales, operations, finance etc are excluded from the scope of study.

3.5 List of variables found from literature survey and exploratory research

The list of 20 non-monetary variables that has an impact on engagement and motivation levels of the employees, that appeared consistently across academic and practitioner literature is given in the table 3.1. And the operating definition of these 20 variables is given in table 3.2.

Table 3.1: List of non-monetary variables

Variables	Variables
Meaningful and purposeful work	Brand
Flexible working arrangements	Work-life balance
Appreciation /Recognition	Co-worker relations
Work Environment	Generous vacation policies
Accelerated career growth	Fully funded training
Coaching	Individual social responsibility (ISR)
Culture	Feedback
Autonomy	Procedural and distributive justice
CSR	Sabbatical
Leadership	Supervisor relations

Table 3.2: List of variables and their broad meaning in this context

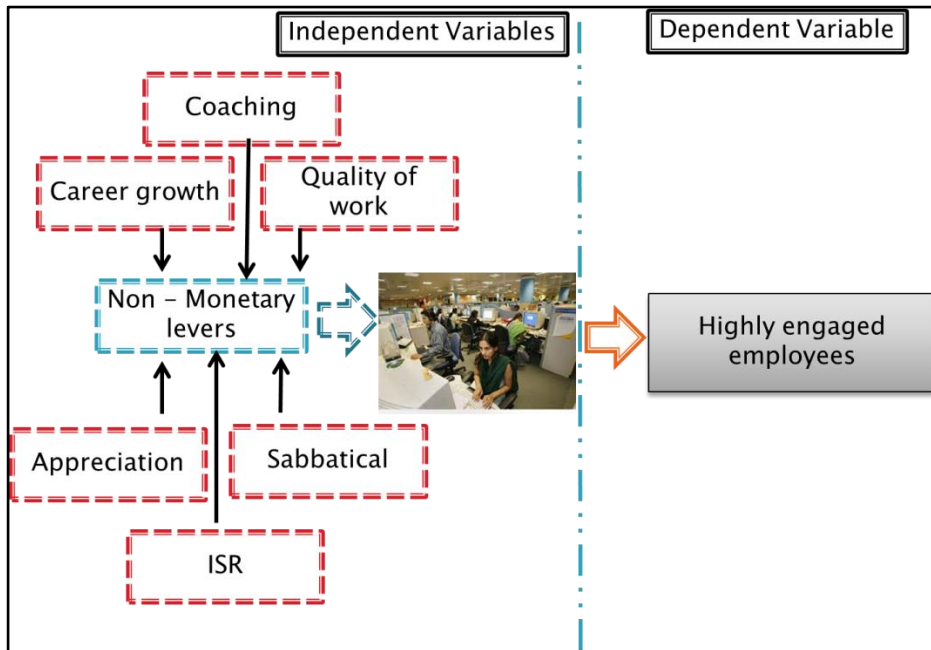
#	Variables	Operating definitions of the variables
1	Meaningful and purposeful work	“The work has meaning and is aligned to a higher purpose. The roles and responsibilities are clear and the expectations from the employees are well articulated. Clarity on how the job fits ‘the whole’ that is beneficial to the society at large is important”
2	Role and job autonomy	“The employees have freedom to craft their role; have broad independence to perform their tasks; are consulted for key decisions pertaining to their area of operation. Job rotation is available for employees to pursue other opportunities within the firm”
3	Flexible work arrangement	“Flexibility includes work from home options, freedom to stagger workloads and deliverables based on life stages of the employees”
4	Procedural and distributive justice	“The company has to be fair in using well laid out, structured process for appraisals and for rewarding performance. The entire exercise is conducted in a transparent, professional manner with no ad-hoc or arbitrary decision made on employee performance”.
5	Work Environment	“The work environment is safe (both physical and psychological safety) and fun-filled. Employees have access to cafeteria, well maintained Gym, sporting facilities, baby-care crèche for young mothers”
6	Feedback	“Continuous feedback is provided to the employees for the job being done. Also, feedback must be sought from the employees on their experiences with the organization – policies, strategy, direction”
7	Accelerated career	“Clarity in career path and accelerated growth with higher responsibilities for top performers must be offered”.
8	Coaching	“Coaching includes both from a professional perspective and personal perspective including behavioural, financial and health related”
9	Work-life balance	“The job must offer sufficient time to pursue hobbies like spending time with family, pursuing part time courses, music and language classes”
10	Training programs	“Fully funded training programs aligned to organizations needs that enhance the marketable skills of the employees. There is a premium people place for ‘employability’ rather than just employment”

11	Appreciation /Recognition	“Appreciation for the job well done in terms of “pat on the back” awards, spot awards, employee of the month, leader boards, certificates, time off, lunch with the boss or dinner for family etc”
12	Individual social responsibility (ISR)	“Employees have their own preferences for charities to support which may be different from those supported by the company. Companies are expected to be supportive of these volunteering activities by providing generous time-off to the employees”
13	Culture	“A culture is how things are done in a company. <i>“Employees join a company but leave a culture”</i> . Having an open, safe, fun-filled, respectful and professional culture that rewards meritocracy will be welcomed by employees”
14	Leadership	“The quality and credibility of the leaders in the company acts as a soft power to have engaged employees. Charismatic and transformational leaders become role models to many employees who would like to emulate their heroes by going that extra mile at their jobs”
15	Generous vacation policies	“Employees, especially millennials, place a premium on vacation time. Companies that offer generous vacation policies that allows their employees the opportunity to recharge themselves, will have motivated workforce that is willing to spend discretionary efforts at work”
16	Co-worker relations	“Professional, warm and harmonious relations with peers built on trust, respect and camaraderie is highly valued”
17	Sabbatical	“Policy to take time off for relatively longer duration (6 months or more) to pursue personally relevant interest – including working on socially relevant causes, pursuing a short term course”
18	CSR	“The company stands for something beyond profits and top-line growth. The company is known for supporting the local community and have in-built DNA to give back to the larger society”
19	Supervisor relations	The relations with the supervisor is one of mutual respect, supportive and positively reinforcing each other toward a common goal
20	Brand	“Brand is a soft power that employees connect with sub-consciously. People would like to work for well-known brands that inspire confidence, awe, are well-respected and are admired the world-over to personify larger than life qualities”.

(Source: Mani & Mishra, 2020)

The conceptual model of the research work is given in figure 3.1. The non-monetary variables found in literature survey are the independent variables and the employee engagement is the dependent variable of the model.

Figure 3.1: Conceptual Model



Main Hypotheses

H₀: Non-monetary incentives will not enhance employee engagement in Indian IT services sector

H₁: Non-monetary incentives will enhance employee engagement in Indian IT services sector

3.6 Research Methodology

Conclusive research (descriptive research) was chosen as the research methodology as it aids in statistical analysis. Also, the data was collected using a questionnaire that was to be used in model testing and analysis; quantitative methodology was selected as the most suitable one for this research work. Moreover the entire line of work adopted from framing of hypothesis to data collection, validation and testing needed a quantitative approach. Therefore quantitative approach was chosen for this thesis work.

3.6.1 Sampling Procedure

Target population

The target population for this research work is the employees of Indian IT services companies that are engaged in technical roles like programming and software development. The Indian IT companies called TWITCH (Tech Mahindra, Wipro, Infosys, TCS, Cognizant and HCL and tier 2 firms) are the focus companies for this research.

Sampling Technique

Since the target population was divided into multiple strata of project managers, project leaders, Technical leads and software engineers, proportionate stratified sampling technique was used in the research. This ensured that all the strata got represented in the sample size according to their proportion in the overall target population.

Sample Size

The sample size is calculated using the tool below. Out of the 3 million employees (30 Lakhs) employed in the IT services companies about 27 lakhs (2.7 Million) are in the technical role. So accepting a 5% margin of error (95% confidence level), the sample size needed is **385** as shown below calculated using Raosoft calculator accessible at <http://www.raosoft.com/samplesize.html>

What margin of error can you accept? 5% is a common choice	<input type="text" value="5"/> %
What confidence level do you need? Typical choices are 90%, 95%, or 99%	<input type="text" value="95"/> %
What is the population size? If you don't know, use 20000	<input type="text" value="2700000"/>
What is the response distribution? Leave this as 50%	<input type="text" value="50"/> %
Your recommended sample size is	385

There are several online sample size calculators available to calculate the sample size. All these calculators give the same result for sample size – which is 385. One more example from another online calculator is shown below

Sample size using (<https://www.calculator.net/>) yields the same result of 385.

Sample size: 385

This means 385 or more measurements/surveys are needed to have a confidence level of 95% that the real value is within ±5% of the measured/surveyed value.

Confidence Level: ?

Margin of Error: ?

Population Proportion: ? Use 50% if not sure

Population Size: ? Leave blank if unlimited population size.

Sample size can be calculated using Yamane’s formula (Yamane, 1967). The formula is given below.

$$n = \frac{N}{1 + N \cdot e^2}$$

n = Sample size needed

N = Size of the population

e = Level of precision (.05 at 95% confidence level)

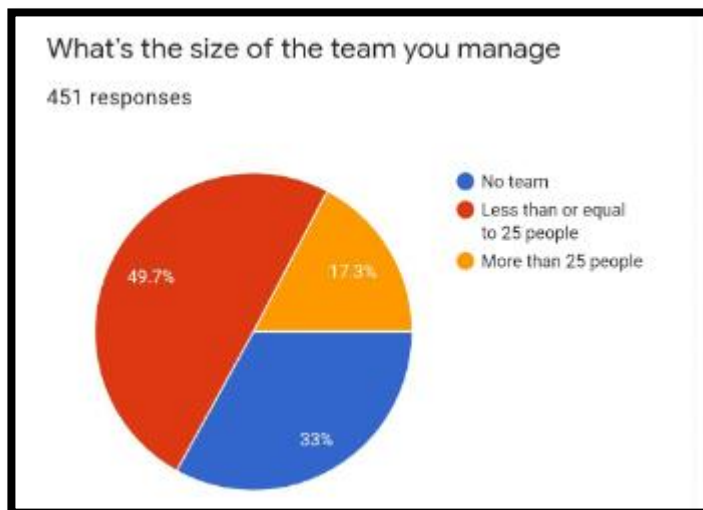
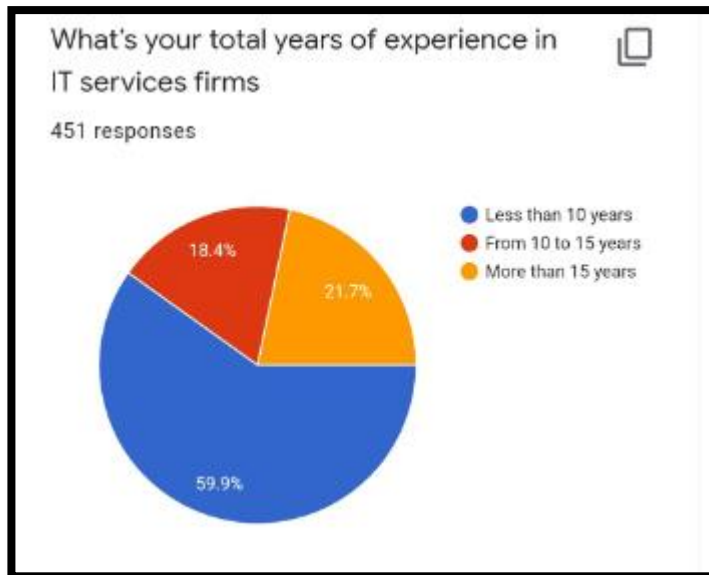
The total number of employees in Indian IT services companies is 30 lakhs (3 Million) and about 90% are in technical roles which is around 27 lakhs (2.7 Million)

N = 27 Lakhs. This gives the sample size *n* = 399. So the preferred sample size needed for the study is rounded to 400.

Total number of people who responded to the survey was 451 as shown in figure 3.2 below. After cleansing the data, **403 entries** were found to be complete in all respect.

The break-up of the respondents of the survey is given in figure 3.2

Figure 3.2: Total number of respondents for the survey and their team size (proxy for their level in the organization)



To conduct factor analysis, it is preferred to have a minimum of 8 responses for each variable (Malhotra & Dash, 2011). In this study, there are 20 variables and a response of 403 entries is significantly higher than the mandatory that is needed.

3.6.2 Questionnaire Design and Administration

Questionnaire was used as the survey instrument which has a set of 24 questions (including 4 questions that are personal identification questions like Name, email, job title/role and the team size) and 20 questions that were related to the variables identified in the literature survey and focused group discussion. The respondents were given the freedom to either disclose their name and official email id or choose to stay anonymous. Most of the respondents chose to stay anonymous (as expected because many would not be comfortable answering questions about leadership, culture etc and then identify themselves). The 20 questions relating to the variables had pre-defined choice. The respondents have to register whether a particular variable (for example accelerated career path) will help enhance employee engagement. Since this was a unidimensional activity, the best uni-dimensional scale (Likert) was chosen compared to Thurstone or equal-appearing interval scaling or Guttman or "cumulative" scaling. Moreover, Likert is universally preferred scale for hypothesis testing. . Also, Likert scale is treated as an interval scale for analysis purpose, where the distance between attributes are constant and can render itself for statistical analysis. Therefore, the responses for the questionnaire were collected in a 7-point Likert [Strongly disagree (score of 1) to strongly agree (score of 7)] scale using structured questions that are easy to administer and tabulate.

3.6.3 Expert opinion

The questionnaire and the variables were initially sent to 20 experts to seek their opinion on the efficacy of the questions and relevance of these variables for enhancing engagement. These experts are all employed with Indian IT service companies and are quite conversant with the dynamics of the business environment and nature of the workforce. Their feedback on the choice of the variables and also on the questions were incorporated in the questionnaire to ensure the questions are clear and unambiguous. Some of the reversed scored questions were changed to positively framed questions based on their suggestions.

3.6.4 Pilot testing

The questionnaire was then pilot tested with 50 respondents (twice). The respondents who were chosen had similar profile as the target respondents for the survey. The

questions that need clarification were reworded as per the feedback. The questionnaire was made to be a stand-alone instrument, which is self-explanatory in all respects, as the mode of administration was online with no opportunity to clarify any questions.

3.7 Reliability and Validity of the Instrument

3.7.1 Instrument Reliability

Cronbach alpha is commonly used to test the reliability of the instrument. Reliability means presence of internal consistency. This is a measure whether the instrument yields the same result when tested multiple times. The extent to which the instrument consistently measures what it is supposed to measure. There are several ways (split-half, test-retest, Kuder-Richardson, alternative form and Cronbach alpha) to test reliability of the instrument. When data collection is captured using a Likert scale to be used in SPSS for analysis, Cronbach alpha is commonly used to test the reliability. The scores of Alpha range from 0 to 1 and the closer the alpha scores are to 1 the better the reliability of the instrument. Alpha score of greater than 0.7 is taken to be a good indicator of the reliability of the instrument. The Cronbach alpha for the instrument is given in the table 3.3 below. The case processing summary shows that all the entries have been accounted for. Cronbach alpha scores for all the 20 items in the questionnaire is 0.846 which is excellent and well over the mandatory 0.7. This confirms that the instrument has reliability and high internal consistency.

Table 3.3: Case processing summary

Cases		N	%
	Valid	403	100
	Excluded	0	0
	Total	403	100

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of items
0.846	0.859	20

Cronbach alpha scores were checked for the items that were loading together after factor analysis as shown in table 3.4. This is to ensure the items that are measuring the same construct have internal consistency too

Table 3.4: Rotated component matrix with factor loadings

Rotated component matrix

Variable	Component/Factors				
	1	2	3	4	5
Accelerated growth	0.854				
Feedback	0.839				
Training programs	0.808				
Coaching	0.788				
Meaningful work		0.773			
Flexible work arrangement		0.763			
Appreciation		0.715			
Autonomy		0.681			
Work-life balance		0.639			
Sabbatical			0.859		
Vacation Policy			0.783		
ISR			0.701		
Brand				0.796	
Culture				0.767	
CSR				0.692	
Leadership				0.637	
Procedural and distributive justice					0.860
Work environment					0.849
Co-worker relation					0.680
Supervisor relation					0.605

Cronbach Alpha for the Factor 1

The alpha score for the factor 1 which comprises four items Accelerated growth, feedback, training programs and coaching is shown in table 3.5

Table 3.5: Cronbach Alpha for the Factor 1

Cronbach's Alpha	N of Items
0.884	4

Item statistics

	Mean	Std. Deviation	N
Accelerated career growth	6.29	0.677	403
Training Programs	5.11	0.573	403
Feedback	5.98	0.579	403
Coaching	5.56	0.610	403

The alpha score of 0.884 for the four items Accelerated growth, feedback, training programs and coaching confirm high internal consistency.

Cronbach Alpha for the Factor 2

The alpha score for the factor 2 which comprises five items - meaningful work, flexible work arrangement, appreciation, autonomy and work-life balance is shown in table 3.6.

Table 3.6: Cronbach Alpha for the Factor 2

Cronbach's Alpha	N of Items
0.830	5

Item statistics

	Mean	Std. Deviation	N
Meaningful work	5.77	.471	403
Flexible work arrangement	5.70	.460	403
Appreciation	6.49	.500	403
Autonomy	5.98	.724	403
Work-life balance	6.54	.499	403

The alpha score of 0.830 for the five items meaningful work, flexible work arrangement, appreciation, autonomy and work-life balance confirm high internal consistency.

Cronbach Alpha for the Factor 3

The alpha score for the factor 3 which comprises three items - sabbatical, ISR and vacation Policy- is shown in table 3.7

Table 3.7: Cronbach Alpha for the Factor 3

Cronbach's Alpha	N of Items
0.852	3

Item statistics

	Mean	Std. Deviation	N
Sabbatical	6.56	.497	403
ISR	5.71	.541	403
Vacation Policy	6.39	.489	403

The alpha score of 0.852 for the three items - sabbatical, ISR and vacation Policy - confirm high internal consistency.

Cronbach Alpha for the Factor 4

The alpha score for the factor 4 which comprises four items - CSR, leadership, brand and culture is shown in table 3.8.

Table 3.8: Cronbach Alpha for the Factor 4

Cronbach's Alpha	N of Items
0.776	4

Item statistics

	Mean	Std. Deviation	N
CSR	6.53	.500	403
Leadership	6.13	.518	403
Brand	6.59	.493	403
Culture	5.76	.492	403

The alpha score of 0.776 for the four items CSR, leadership, brand and culture confirm high internal consistency.

Cronbach Alpha for the Factor 5

The alpha score for the factor 5 which comprises four items - Co-worker relations, supervisor relations, procedural & distributive justice and work environment is shown in table 3.9

Table 3.9: Cronbach Alpha for the Factor 5

Cronbach's Alpha	N of Items
0.742	4

Item statistics

	Mean	Std. Deviation	N
Co-worker relations	6.45	.542	403
Supervisor relations	5.82	.772	403
Procedural & distributive Justice	4.82	.645	403
Work environment	5.23	.726	403

The alpha score of 0.742 for the four items Co-worker relations, supervisor relations, procedural & distributive Justice and work environment confirm high internal consistency.

The reliability test using Cronbach alpha confirms high internal consistency of the instrument.

3.7.2 Instrument Validity

Validity of the instrument means whether the instrument is measuring what it ought to measure or what it intended to measure.

There are various types of validity

- a) “Face validity
- b) Content validity
- c) Predictive validity
- d) Concurrent validity
- e) Convergent validity
- f) Discriminant validity”

Face validity

Face validity involves asking a few respondents/experts whether the questionnaire is intuitive and complete. Face validity is not a sufficient condition for validity of the instrument although face validity is easiest to complete. The survey instrument was

given to over 25 respondents to test the clarity of the questionnaire. Some questions were reworded as per the suggestions received. The questionnaire was again shared with 25 more respondents and their confirmation of the clarity and conciseness of the questions helped established face validity of the instrument

Content validity

Content validity is an improved version of face validity and is also a subjective measure of validity. However, the instrument is shared with experts in the subject area to seek their feedback on the completeness of the questionnaire from addressing the research problem at hand. Whether the questionnaire is measuring everything it is supposed to measure and not capturing data which it is not supposed to; was validated using expert feedback. The questionnaire was shared with 20 experts who recommended minor modifications to the instrument. The validation of the experts was taken as the proof of content validity of the instrument although this is not a conclusive proof of the overall validity of the questionnaire but only a subjective feedback.

Predictive validity

When an instrument predicts what it ought to predict, then it clears the predictive validity criteria. In this research the questions related (Table 3.10) to Accelerated growth, feedback, training programs and coaching (Q9, Q12, Q11 and Q15) correlated highly with one another that represented the growth lever. Similarly, questions related to meaningful work, flexible work arrangement, appreciation, autonomy and work-life balance (Q2, Q19, Q10, Q5 and Q6) correlated to represent enable lever; questions on sabbatical, ISR and vacation Policy (Q14, Q20 and Q17) correlate highly to represent renewal lever; questions on CSR, leadership, brand and culture (Q18, Q7, Q1 and Q3) correlate to represent aspirational lever and finally questions on Co-worker relations, supervisor relations, procedural & distributive justice and work environment (Q8, Q13, Q16 and Q4) correlate to form the transparency lever. This conclusively proves that the instrument has predictive validity.

Concurrent validity

When an instrument predicts what it ought to predict but does not predict what it ought not to is known to have cleared concurrent validity criteria. In this research the questions that load on Growth lever (Q9, Q12, Q11 and Q15) do not load on any other levers like renewal or enable or aspirational or transparency levers. Similarly, items that load on renewal (Q14, Q20 and Q17) or on enable lever (Q2, Q19, Q10, Q5 and Q6), aspirational lever (Q18, Q7, Q1 and Q3) and transparency lever (Q8, Q13, Q16 and Q4) do not cross- load on other levers. This proves that the items predict what they ought to predict and do not predict what it ought not to, thereby confirming that the instrument has concurrent validity

Convergent validity

An instrument has high convergent validity if the items of the instrument (questionnaire) have high correlation with those items it is theoretically expected to be related. In this research, accelerated career growth, training programs, feedback and coaching are expected to be correlated with each other. Table 3.10 shows that the items of growth, shown as example below, are highly (> 0.5) correlated with each other. Similarly, table 3.11 show the items of renewal lever are also highly (>0.5) correlated with each other. This conclusively confirms that the instrument has convergent validity.

Table 3.10: Correlation matrix for Growth lever

Item	Accelerated career growth	Training programs	Feedback	Coaching
Accelerated career growth	1.000	.694	.717	.712
Training programs	.694	1.000	.658	.584
Feedback	.717	.658	1.000	.577
Coaching	.712	.584	.577	1.000

Table 3.11: Correlation matrix for Renewal lever

Item	Sabbatical	Vacation policies	ISR
Sabbatical	1.000	.714	.668
Vacation policies	.714	1.000	.598
ISR	.668	.598	1.000

Discriminant validity

An instrument has discriminant validity if it is able to distinguish between the variables that need to load together from those that shouldn't. In other words, measures of constructs that should not be related to each other are observed not related to each other. Using the same items that were used to convergent validity in the table 3.12, it is observed that while Growth lever (Q9, Q12, Q11 and Q15) – that is represented by Accelerated growth, feedback, training programs and coaching are loading together – they have very low correlation (<0.5) with items of renewal lever (Q14, Q20 and Q17) – represented by sabbatical, vacation polices and ISR.

Table 3.12: Correlation matrix showing discriminant validity

	Accelerated career growth	Trg. Prog.	Feedback	Coach	Sabbatical	Vacation Policy	ISR
Accelerated career growth	1.000	.694	.717	.712	.277	.290	.263
Training Programs	.694	1.000	.658	.584	.225	.180	.202
Feedback	.717	.658	1.000	.577	.293	.305	.246
Coaching	.712	.584	.577	1.000	.266	.197	.223
Sabbatical	.277	.225	.293	.266	1.000	.714	.668

Vacation Policy	.290	.180	.305	.197	.714	1.000	.598
ISR	.263	.202	.246	.223	.668	.598	1.000

3.8 Administration of questionnaire and data collection

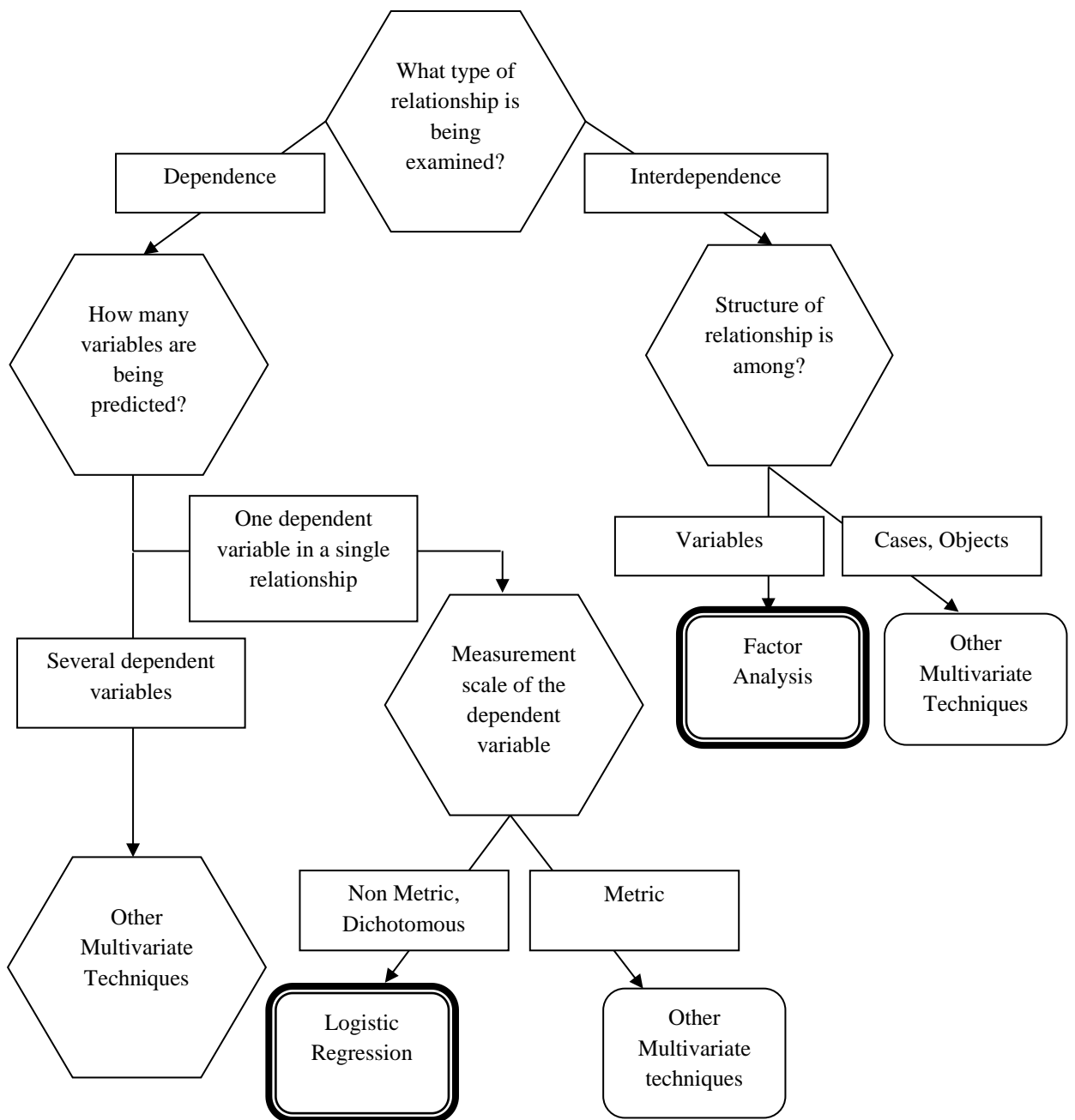
The questionnaire was administered one on one with the experts to seek their opinion. Given the pandemic situation, the questionnaire was shared over email and discussions happened over phone. These experts are working in Indian IT services with over a minimum of 10 years of full time work experience. Most of these experts manage large software development teams and are well versed with the concept of motivation and engagement in professional setting. After their feedback were received and incorporated, the questionnaire was sent, over email, to over 25 respondents for pilot test. Their responses were collated. These respondents were contacted over phone to check the clarity of questions and ease to answer. Many respondents were not comfortable sharing their name and email id in the questionnaire. Therefore, it was decided to have name, email id and job title as optional entry in the questionnaire, so that the respondents can answer knowing full well that their responses are truly anonymous. That would help in complete honesty in responses and remove any pressure to give socially desirable answers. The questionnaire was again administered to over 25 respondents to double check the ease of use. Once, receiving their responses and after getting convinced of the comprehensiveness and clarity of questions, the instrument was loaded on to an online engine to be sent to 700 employees of Indian IT services companies

Factor Analysis and Logistic Regression - Quantitative tool used in the research

Two important quantitative approach adopted was Factor analysis and logistic regression. The variables that were finalized from literature survey and exploratory research were built into the questionnaire. Since the research was checking the interdependence of these variables, factor analysis was used to reduce the number of variables into a smaller set of factors. These factors were then used as the independent variable to check their impact on the dichotomous dependent variable – employee

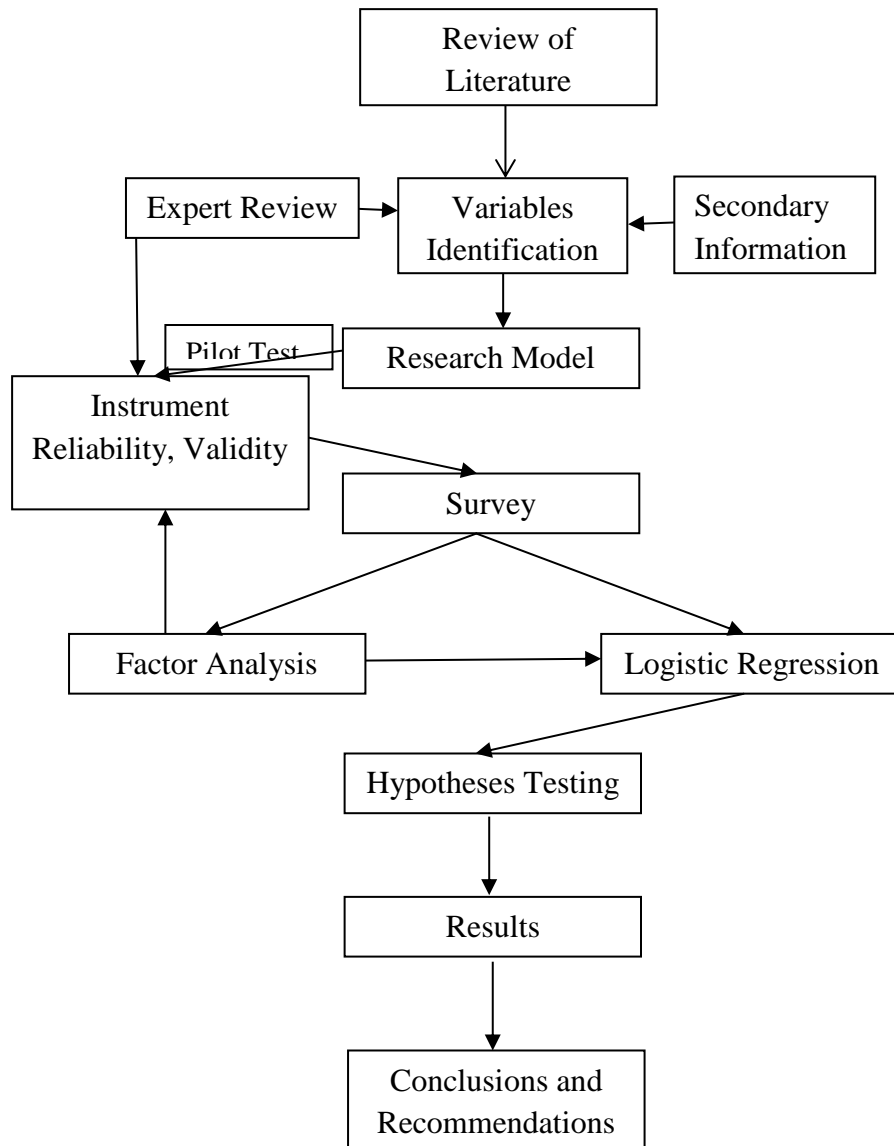
engagement. Since the dependent variable is dichotomous [enhances employee engagement/does not] and the independent variables were obtained using an interval scale; logistic regression was used as the tool. The flowchart for choosing the multivariate analysis is shown in figure 3.3

Figure 3.3 - Flowchart for selecting a multivariate technique



The research methodology adopted for this thesis is given in figure 3.4

Figure 3.4 - Research Methodology Flow Chart



3.9 Conclusion

Research design provides the overall framework for the research work. This chapter highlights the objectives, scope and rationale of the study, sampling procedures, identification of variables, operating definition of variables, basic conceptual model, hypothesis, instrument design, data collection procedures, reliability and validity of the instrument are elucidated. The next chapter focus on the analysis of the results obtained from factor analysis and logistic regression procedures.

CHAPTER - 4

4 CHAPTER 4: RESULTS AND DISCUSSIONS

4.1 Introduction

In this chapter, the analysis of the data obtained using the survey instruments from 403 respondents of Indian IT services companies is presented. The data is fed into the SPSS tool to conduct a factor analysis (a statistical procedure that is used to reduce a large number of variables into a smaller set of manageable factors that renders itself for further statistical analysis) that statistically groups these 20 non-monetary variables into five factors. The five factors that emerged from the factor analysis, which accounted for over 67% of the variance among them, are named– growth lever, renewal lever, enabling lever, aspirational lever and transparency lever – which forms the acronym ‘**GREAT**’ – and are used as independent variables in a binary logistic regression to predict their impact on employee engagement (which is a dichotomous dependent variable).

Logistic regression is a classification algorithm that employs maximum likelihood estimation, instead of ordinary least squares, to find the parameters. Logistic regression does not require multivariate normal distribution. The dependent variable can be Poisson, binomial or normally distributed – any form of exponential distribution. Also, logistic regression does not assume a linear relationship between the dependent and independent variables. The residuals need not be normally distributed and there is no assumption of homogeneity of variance (the residuals don’t have to exhibit constant variance). Therefore, logistic regression is not a straight line but a sigmoid function (S-curve). Logistic regression classifies the probability of an observation belonging to one group or the other and is always bounded between values 0 and 1. The program starts with arbitrary values of the regression coefficients and will construct an initial model for predicting the observed data. It will revise the model until the model converges. In this research, all the five factors of the GREAT model aided employee engagement with three of them – growth, enabling and renewal – contributing significantly to employee engagement. As engagement is a context specific construct, Indian IT companies have a list of 20 non-monetary levers identified by extensive literature survey that forms “GREAT” model which has been empirically tested to enhance employee engagement.

4.2 Factor Analysis

Factor analysis is a statistical procedure that is used to reduce a large number of variables into a smaller set of manageable factors that renders itself for further statistical analysis. A factor is set of observed variables that have similar response patterns. Factor analysis does this based on the correlations among the variables, although data reduction is not the only goal of factor analysis. The major objective of factor analysis is to find patterns or correlation among latent variables that are reflected in the manifest variables so that smallest numbers of factors will be able to explain the maximum amount of variation in the items. The idea is to help build the most parsimonious model, which explains the underlying construct (that cannot be measured by a single variable) and accounts for the maximum amount of variations in the variables.

“The factor analysis model can be written algebraically as follows. If you have p variables X_1, X_2, \dots, X_p measured on a sample of n subjects, then variable i can be written as a linear combination of m factors F_1, F_2, \dots, F_m where $m < p$. Thus,

$$X_i = a_{i1}F_1 + a_{i2}F_2 + \dots + a_{im}F_m + e_i$$

Where the a_i s are the factor loadings for variable i and e_i is the part of variable X_i that cannot be 'explained' by the factors.”

To proceed with factor analysis, the variables in the research must be correlated with each other. If the variables are not correlated, then the number of factors will be equal to the number of variables (as there is no opportunity to reduce the number of variables to smaller set of factors) and the factor analysis would stop.

As a first step the initial factor loadings are calculated using principal component analysis. The observed output will have variables that will load on more than one factor, which is not helpful for interpretation. It is important that the variables load on one factor and does not load on any other factor. This is achieved by factor rotation. There are mainly two types of rotation methods – orthogonal and oblique. Varimax rotation is the most commonly used orthogonal rotation in research work. The idea is to extract minimum amount of factors that explains the maximum variation in the items and the underlying construct.

KMO (Kaiser-Meyer-Olkin) is a measure of sampling adequacy and should be more than 0.5 to proceed with factor analysis. KMO varies between 0 and 1. A value close to 1 is preferred because it means the correlations are compact and the analysis would yield a set of distinct factors. KMO confirms and gives the assurance that the variables are adequately correlated with one another so that the factors can be extracted. In this research the KMO score is 0.825, which is considered great (between 0.8 and 0.9 is considered great) as shown in the table 4.1 below. Bartlett test of sphericity tests the null hypothesis that the variables are independent of each other. Or the correlation matrix is an identity matrix. If the null hypothesis is true then there can be no factor analysis as no factors will emerge from the exercise. In that situation, the number of variables will be equal to number of factors. Therefore to proceed with factor analysis, the null hypothesis should be rejected. In this research the null hypothesis is rejected at <0.05 (significance level) as shown in table 4.1 which implies that there are some relationships between the variables that can be unearthed by factor analysis. Therefore both KMO and Bartlett's test of sphericity give the confidence to proceed with factor analysis.

Table 4.1: Scores of KMO and Bartlett test

KMO and Bartlett's test	
Kaiser-Meyer-Olkin (KMO) Measure of sampling adequacy	0.825
Bartlett test of sphericity Approx Chi square	4252.252
df	190
Sig.	0.000

The table 4.2 below shows the contribution of the variables to the factor analysis. The communalities table initially shows 1.000 for all the items in the questionnaire which signals that all the 20 items have been considered. The column named extraction shows the proportion of the variation in the item that has been accounted for in the factor solution. It can be noted from the table that every item has contributed significant proportion to the ensuing factor (items that contribute < 0.400 can be removed to improve the factor analysis however there is no such item in the table below).

<i>Table 4.2 : Communalities</i>		
	Initial	Extraction
Brand	1.000	.646
Meaningful work	1.000	.830
Culture	1.000	.655
Work environment	1.000	.726
Autonomy	1.000	.574
Work-life balance	1.000	.600
Leadership	1.000	.532
Co-worker relations	1.000	.467
Accelerated career growth	1.000	.817
Appreciation	1.000	.555
Training Programs	1.000	.712
Feedback	1.000	.764
Supervisor relations	1.000	.420
Sabbatical	1.000	.844
Coaching	1.000	.702
Procedural & distributive Justice	1.000	.744
Vacation Policy	1.000	.727
CSR	1.000	.693
Flexible work arrangement	1.000	.818
ISR	1.000	.673

The factors to be extracted are either specified by the researcher initially or let the SPSS software to extract based on eigenvalues. Another approach to decide the number of factors to be extracted is to study the scree plot and take the factors where the elbow bend is seen. The scree plot graphs (figure 4.1) the eigenvalue against the factor number. In this thesis, the 5 factors that were extracted were done by the software itself and these five factors accounts for 67% of the variation in the data. These five factors are once again confirmed by the scree plot where the elbow of the curve bends after 5 factors and show a smooth decline in the line or the line is almost

flat which means subsequently factor extraction is not needed as they account for much smaller amount of variance.

Figure 4.1: Scree Plot

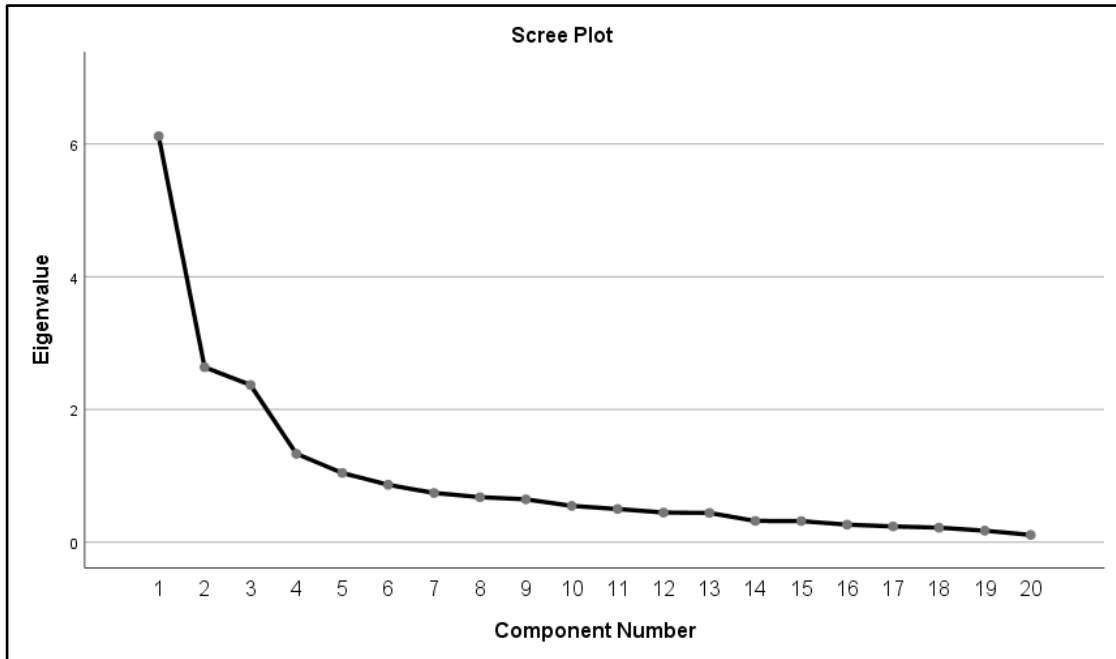


Table 4.3 below gives the total variance explained by the components before and after the extraction undertaken. The eigenvalue table is divided into three components – initial eigenvalues, extraction sum of squared loading and rotation sum of squared loadings. The initial eigenvalue column in the table below gives all the 20 items of the instrument and as expected these 20 items explain 100% of the variance. However, in factor analysis the researcher is interested to know the maximum variance explained by the minimum number of factors and is interested in extraction sum of squared loading for analysis purpose. The first few factors explain a large amount of variance and the subsequent factors account for relatively smaller amounts of variance. The first component explains 30.5% of the variance and the second (13.18%), the third (11%), the fourth (6.6%) and finally the fifth (5.2%). All these five factors that have an eigenvalue greater than 1 (for each of them individually) account for a cumulative of approx. 68% of the total variance, which is perfectly acceptable. After rotation, the relative importance of the five factors is equalized. The five factors now account for 16%, 14.6%, 12.9%, 11.9% and 11.8% of the variance respectively from the earlier much skewed numbers. The values for the discarded factors are not shown in the table

while the values for the 5 factors are the same for the initial and extraction loading.

The factor structure is optimized by rotation which spreads the variation across factors

Table 4.3: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.119	30.594	30.594	6.119	30.594	30.594	3.224	16.119	16.119
2	2.637	13.184	43.777	2.637	13.184	43.777	2.922	14.609	30.729
3	2.369	11.845	55.622	2.369	11.845	55.622	2.596	12.982	43.711
4	1.332	6.659	62.281	1.332	6.659	62.281	2.384	11.920	55.631
5	1.043	5.215	67.496	1.043	5.215	67.496	2.373	11.865	67.496
6	.865	4.325	71.822						
7	.741	3.706	75.528						
8	.678	3.389	78.917						
9	.645	3.223	82.140						
10	.547	2.735	84.875						
11	.499	2.497	87.373						
12	.447	2.233	89.605						
13	.441	2.204	91.809						
14	.320	1.601	93.411						
15	.318	1.588	94.999						
16	.264	1.318	96.317						
17	.237	1.183	97.500						
18	.218	1.090	98.591						
19	.173	.866	99.457						
20	.109	.543	100.000						

The component matrix in table 4.4 gives the factor loading (Pearson coefficient) between the items and the factors, before rotation. In component matrix it is common to see cross loadings (a variable loading on more than one factor – thereby making interpretations difficult) or to see most of the variables loading on to just one factor. To overcome this challenge, rotation is adopted, which distributes the loading across factors. There are different types of rotation like orthogonal rotation (the factors are uncorrelated with one another) or oblique rotations (allows the factors to be correlated with one another). Orthogonal rotations are most commonly used in factor analysis

and varimax is the most commonly used orthogonal rotation which is used in this study.

Table 4.4: Component Matrix

	Component				
	1	2	3	4	5
Meaningful work	.816				
Flexible work arrangement	.781				
Accelerated career growth	.708				
Sabbatical	.689				
Work-life balance	.655				
Coaching	.646				
Vacation Policy	.644				
Feedback	.642				
ISR	.623				
Training Programs	.618				
Appreciation	.554				
Autonomy	.538				
Leadership					
CSR		.620			
Culture					
Procedural & distributive Justice			.796		
Work environment			.791		
Co-worker relations			.622		
Supervisor relations			.599		
Brand					

Varimax Rotation

Varimax rotation is widely used in research and practice as the “orthogonal rotation technique. In this technique, the axes are rotated to maximize the sum of the variances of the squared loadings within each column of the loadings matrix.” This forces the loading for the factors to be either large or small which results in the variables loading on one factor only. This avoids cross loading of variables on multiple factors which complicates interpretations. Therefore varimax rotation produces a unique solution as

shown in the table below which makes it widely used technique in factor analysis. The rotated component matrix which shows the 20 items loading on 5 factors is shown in table 4.5 below

Table 4.5: Rotated Component Matrix

	Component				
	1	2	3	4	5
Accelerated career growth	.854				
Feedback	.839				
Training Programs	.808				
Coaching	.788				
Meaningful work		.773			
Flexible work arrangement		.763			
Appreciation		.715			
Autonomy		.681			
Work-life balance		.639			
Sabbatical			.859		
Vacation Policy			.783		
ISR			.701		
Brand				.796	
Culture				.767	
CSR				.692	
Leadership				.637	
Procedural & distributive Justice					.860
Work environment					.849
Co-worker relations					.680
Supervisor relations					.605

The five factors that have emerged above from factor analysis have been named as Growth lever, Renewal lever, Enabling lever, Aspirational lever and Transparency lever. This gives the acronym 'GREAT'. The variables that load into these factors are shown in figure 4.2. GREAT model of employee engagement is one of the key outputs of this research work as this is one of the analytically built models of employee engagement for Indian IT services companies. Also, there has been no

equivalent model of engagement that is available and in some sense the seminal model for Indian IT services sector.

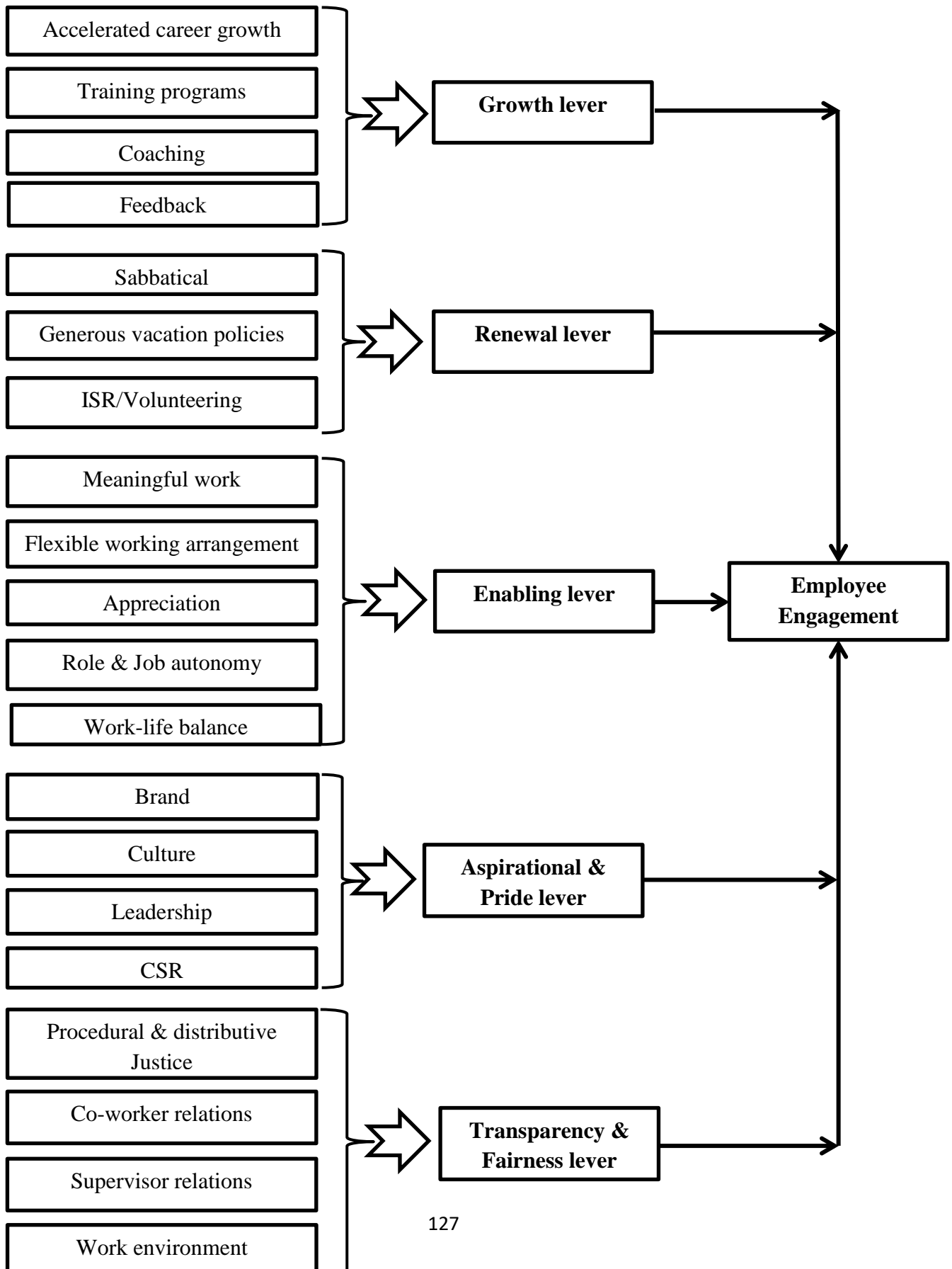
4.3 ‘GREAT’ model of Employee engagement

“The non-monetary levers are grouped into five levers that give the acronym *GREAT* (*Growth, Renewal, Enabling, Aspirational and Transparency levers*) as shown in figure 4.2.”

1. *Growth lever*: The non-monetary variables that help the employees grow in the role and as an individual load together and are named as growth lever. These include training programs, accelerated career growth, feedback and coaching.
2. *Renewal lever*: Those variables that help the employees renew and recharge themselves – which includes vacation, time off for individual social responsibilities (ISR) and sabbatical - load under renewal lever
3. *Enabling lever*: The variables like meaningful & purposeful work, flexibility, appreciation, autonomy and work-life balance which enables employees to deliver their best; load as part of enabling lever.
4. *Aspirational lever*: Brand, culture, leadership and CSR which builds pride in employees; load under aspirational lever. These are the variables that build pride in the employees.
5. *Transparency lever*: Procedural & distributive justice, work-environment, co-worker support and organizational support which provides transparency and fairness in dealing with employees; load on to transparency and fairness lever

GREAT model of employee engagement is one of the unique contributions of this research. “The practitioners in Indian IT companies now have a model of constituents of non-monetary variables that can possibly be leveraged to enhance employee engagement.” However, whether these levers contribute to employee engagement has to be tested. These five levers give five additional research propositions (1 to 5) which are part of the overall main hypothesis. Whether each of these levers has a positive impact on employee engagement has to be tested using logistic regression. Also, the relative impact of each of these levers has to be known so that adequate attention can be given to those levers that have the maximum impact on employee engagement.

Figure 4.2: 'GREAT' model of Employee engagement



Additional Research Proposition 1: Growth lever has positive impact on employee engagement

Four variables load on growth. They are accelerated career growth, fully funded, tailored training programs, feedback and coaching.

Accelerated career growth: Clear and well defined career path exists for employees. The company has well-defined accelerated promotions for high performers and higher responsibilities are entrusted to employees at a relatively young age.

Fully funded, tailored training programs: Training programs are usually conducted in companies that have direct business benefits. However, the employees are free to recommend training programs that are personally relevant for them and in many cases may not have an immediate known business need

Feedback: The employees are provided with continuous and encouraging feedback that enables them to grow. “Also, feedback must be sought from the employees on their experiences with the organization – policies, strategy and direction”

Coaching: “Coaching includes both from a professional perspective and also from personal perspective including behavioural, financial, investments and health related.” A coach is more like a mentor and may be a different person (and in most occasions they are) than the immediate supervisor

Additional Research Proposition 2: Renewal lever has positive impact on employee engagement

There are three variables that load on the renewal lever. They are sabbatical, generous vacation policies and ISR/time off for Volunteering

Sabbatical: “Policy to take time off for relatively longer duration (6 months or more) to pursue personally relevant interests – including socially relevant causes, pursuing a short term course among others”

Generous vacation policies: Well defined vacation breaks where there is no expectation to be “available” if needed

Individual social responsibility (ISR): “Time-off for volunteering for causes close to the employees. The cause supported may be entirely different from CSR activities of the company”

Additional Research Proposition 3: Enabling lever has positive impact on employee engagement

There are five variables that load on the enabling lever. “They are meaningful and purposeful work, flexible working arrangements, appreciation, autonomy and work environment.”

Meaningful and purposeful work: Job is meaningful and there is a sense of purpose. The roles are well defined, clear and not ambiguous. The role is having a purpose beyond oneself and the organization. Also, there is clear articulation of how one’s work fits the overall vision of the company and makes an impact to society at large.

Flexible working arrangements: Flexibility includes freedom to work from home (Telecommute), independence to structure the work load, choose projects to work on, pace the work as per convenience. Also, the employees have the freedom to choose their entry and exit time at work as per the convenience or life circumstances.

Appreciation /Recognition: Appreciation include mails, leader boards, certificates, time off, lunch coupons, preferred parking lot for a month, employee of the month and pat on the back

Autonomy: “The employees have freedom to craft their role; have broad independence to perform their tasks; are consulted for key decisions pertaining to their area of operation. Job rotation is available for employees to pursue other opportunities within the firm”

Work-life balance: “The job must allow employees sufficient time, energy and mental space to pursue hobbies outside of work like spending time with family, pursuing part time courses, music and language classes which will help employees renew themselves.”

Additional Research Proposition 4: Aspirational lever has positive impact on employee engagement

There are four variables that load on the aspirational lever – brand, culture, leadership and CSR.

Brand: “Brand is a soft power that employees connect with sub-consciously. People would like to work for well-known and globally respected brands.”

Culture: “A culture is how things are done in a company. Having an open, safe, fun-filled, respectful and professional culture that rewards meritocracy will be welcomed by employees”

Leadership: Quality of leadership is important softer aspects of employee connect with the company. Employees like to emulate charismatic and transformational leadership in the company by adopting the best practices followed by these leaders

CSR: Employees would be engaged if they see that their company stands for the something beyond the bottom-line and actively supports the community it operates in. This is the classic case of doing well by doing good

Additional Research Proposition 5: Transparency lever has positive impact on employee engagement

There are four variables that load on the transparency lever – Procedural & distributive justice, co-worker relations, supervisor relations and work environment.

Procedural and distributive justice: This variable signifies that the company follows a fair and transparent process for evaluation and rewarding of performance. A well-laid out and objective process helps remove any form of subjectivity or bias during appraisals.

Co-worker relations: The relations with co-workers are warm and harmonious built on trust, respect. The working relations are transparent, fair and professional.

Supervisor relations: The relations with the supervisor is one of mutual respect, supportive and positively reinforcing each other toward a common team/company goal

Work environment: The environment is safe, fair, fun-filled, clean, transparent and professional. Facilities include cafeteria, well maintained Gym, access to sporting facilities and baby-care crèche for young mother employees

4.4 Logistic regression

Logistic regression is a classification algorithm. Logistic regression is used to study the impact of multiple independent variables (can be metric or categorical) on the dependent variable (that is dichotomous). The independent variables can be nominal, ordinal, ratio or interval level Pampel (2000). In this study the independent variables are the five factors (*Growth, Renewal, Enabling, Aspirational and Transparent levers*) and the dependent variable was the enhancing of Employee Engagement – EE - (Yes/No). Logistic regression predicts the probability of an observation belonging to one group vis-à-vis another group by using binomial probability theory.

The logistic curve relates the independent variable (X) to the dependent variable P and the relation is given by the equation below

$$P = \frac{e^{a+bX}}{1 + e^{a+bX}} \quad \text{or} \quad P = \frac{1}{1 + e^{-(a+bX)}}$$

Where

P= Probability of Yes (falling in one group)

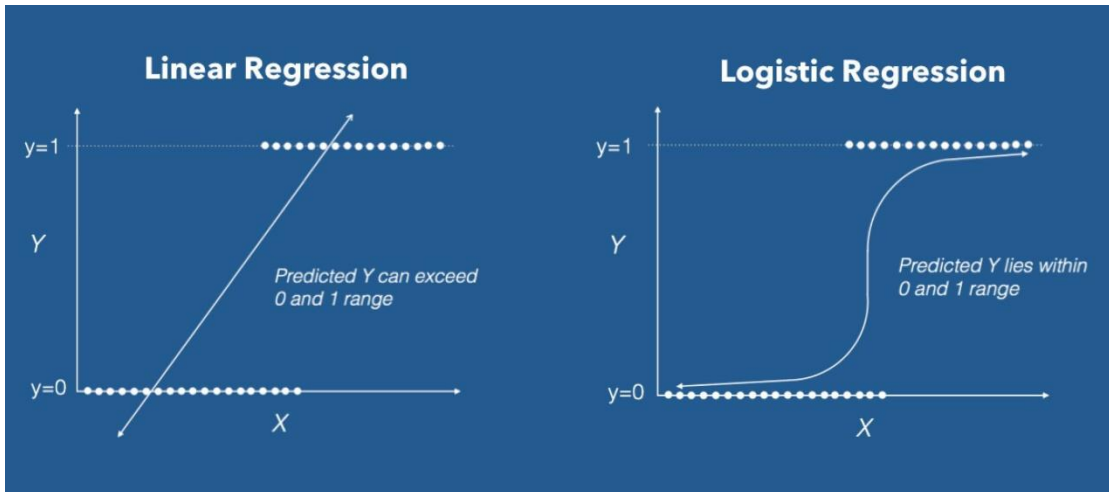
a and b are the parameters

X is the independent variable

The logistic regression will use a sigmoid function (S Curve) to differentiate between the two classes of output and not a linear line like used by regular regression model. Adopting a sigmoid function helps to account for outliers in the data and helps classify the data correctly (Menard, 2002). If the curve goes to positive infinity, y predicted will become 1, and if the curve goes to negative infinity, y predicted will become 0. Since logistic regression is used to predict the binary dependent variable which has only the values of 0 and 1, the predicted value (probability) must be bounded to fall within the same range. This cannot be modelled using a line and but an s curve. Using the s curve as shown in figure 4.3 and not a line of best fit, the probability of observation belonging to one group or the other will always be between 0 and 1 which is the acceptable output. Also the assumptions of linear regression that values of Y will be normally distributed cannot be met here because Y takes the

values 0 or 1. Moreover, the assumption of homogeneity of variance (Y is constant for different values of X) cannot be met because the binary nature of the dependent variable. The highest variance is 0.25 (when both X and Y is 50% each) and as P moves to extreme values the variance approaches 0.

Figure 4.3: Logistic Regression



The logistic regression will model the probability of an outcome based on individual characteristics. And this ratio is given by:

$$\log \left(\frac{\pi}{1 - \pi} \right) = \beta_0 + \beta_1 x_1 + \beta_2 x_2 + \dots + \beta_m x_m$$

Where π indicates the probability of an event and β_i represents the regression coefficients related to both the explanatory variables and also with the reference group. The reference group, is given by β_0 , and relates to individuals presenting the reference level of every variable $x_1 \dots x_m$.

Model fit

Cox & Snell R^2 and Nagelkerke R^2 are two measures used in logistic regression to validate whether there is strong relationship between prediction and grouping. But both these are called pseudo R^2 (although broadly similar to R^2 used in OLS) and hence have been used cautiously while interpreting. Goodness of fit test is usually given by Hosmer and Lemeshow which validates whether the model fits the data well or not. Many researchers don't use Hosmer and Lemeshow and rely on pseudo R^2

Test of Significance

The Wald test (also called the Wald Chi-Squared Test) is used in logistic regression to test significance, Menard (2002). The statistics tests whether an explanatory variable contributes to the model and therefore significant or not. The wald test works by testing the null hypothesis that the coefficients are zero. If it fails to reject the null hypothesis then the variable or factor can be removed from the model as it does not add to the model. The test statistic for the Wald test is obtained by dividing the maximum likelihood estimate (MLE) of the slope parameter by the estimate of its standard error and it follows normal distribution under null hypothesis. The confidence interval for the odds ratio is used to determine whether or not the odds ratio equals one. If the confidence interval does not contain one, then the odds ratio is statistically significant.

Summary points for logistic regression

1. Logistic regression is used to predict the probability of an individual falling into one group or other – dichotomous outcome variable
2. Logistic regression technique does not assume a linear relationship between the dependent and independent variables
3. The dependent variable need not be normally distributed but can be Poisson, binomial or normal distribution – some form of exponential distribution
4. The errors need not be normally distributed
5. Logistic regression employs maximum likelihood estimation instead of ordinary least square techniques to find the parameters

Hypothesis Testing

Logistic regression will be used to test the hypothesis of this research work. The main hypothesis of this study is:

H₀: Non-monetary incentives will not enhance employee engagement in Indian IT services sector

H₁: Non-monetary incentives will enhance employee engagement in Indian IT services sector

The regression model has considered all the entries and there were no missing entries as shown in case processing summary table 4.6. All the 403 cases have been included in the analysis and hence SPSS shows 100% of cases included.

Table 4.6 : All cases are accounted

Unweighted Cases		N	Percent
Selected Cases	Included in Analysis	403	100.0
	Missing Cases	0	.0
	Total	403	100.0
Unselected Cases		0	.0
Total		403	100.0

The block 0 which is called the beginning block is for model with intercepts only which is also known as constant. This is the first model which is the null model with no predictors. “That is the Maximum Likelihood model if only the intercept is included without any of the independent variables in the analysis.” This data would be useful when Nagelkerke R^2 is calculated that gives the relationship between prediction and grouping for the logistic model. If for every entry it is predicted that the intercept only model will enhance employee engagement, it would be correct almost 75% of the time (Table 4.7). If it predicts the model does not enhance employee engagement then it would be right only 25% of the time

Block 0: Beginning Block

Table 4.7: Null model with no predictors

Classification table

Observed	Predicted		
	EE		Percent correct
	0	1	
Step 0 EE 0	0	101	0
1	0	302	100
Overall percentage			74.9

The value of B is the coefficient of the constant in the null model. And SE is the standard error around the coefficient of the constant.

The Wald statistics tests the null hypothesis that the constant is 0. The null hypothesis is rejected because the P value in significance is less than 0.05 ($p < 0.05$). Therefore the constant is not 0. There is just one predictor in the model (which is the constant) and hence the degrees of freedom is given as 1. The exp (B) is the odds ratio and it is easier to interpret than the coefficient. The odds ratio is $302/101 = 2.99$

Variables in the Equation							
		B	S.E.	Wald	df	Sig.	Exp(B)
Step 0	Constant	1.095	.115	90.802	1	.000	2.990

Table 4.8 (variables not in the equation) gives the score for Lagrange multiplier test. Based on the value of the column named score (gives the estimated change in the model fit if the term is added) and the significance value, all the five factors are expected to improve the model fit. This table gives the score test which helps infer whether or not the independent variables are significant in the model. The sig columns give almost all the factors as significant (except factor 5 which shows a little reduced significance compared to other factors). Each of the factors has 1 degree of freedom and therefore all the five factors combined have 5 df as shown in the overall statistic below.

<i>Table 4.8: Variables not in the Equation</i>						
				Score	df	Sig.
Step 0	Variables	REGR factor score 1 for analysis 1	1	63.370	1	.000
		REGR factor score 2 for analysis 1	2	193.878	1	.000
		REGR factor score 3 for analysis 1	3	32.218	1	.000
		REGR factor score 4 for analysis 1	4	3.089	1	.079
		REGR factor score 5 for analysis 1	5	1.910	1	.167
	Overall Statistics				294.465	5

The overall test of the model and the coefficients and the odds ratio are given in the omnibus tests of model coefficients and variables in the equation given below. The

variables can be entered one at a time (step wise) or entered as a block. In a simple logistic regression as this study the SPSS enters all the variables as a block. The chi-square statistic and the significance level for step, block and model is shown in table 4.9 below. It can be noted that the values for all the 3 are equal because stepwise regression was not used. The sig. value is the probability of obtaining the chi-square statistic given that the null hypothesis is true. The probability of getting a chi-square statistic of 371.090 if there is no impact of the independent variables (GREAT levers) on the dependent variable (employee engagement). Given that the sig. is 0 (<0.05) the model is statistically significant at P value of 0.05.

Block 1: Method = Enter

Table 4.9: Omnibus Tests of Model Coefficients

		Chi-square	df	Sig.
Step 1	Step	371.090	5	.000
	Block	371.090	5	.000
	Model	371.090	5	.000

The model summary in table 4.10 has Nagelkerke R² (also called pseudo R-square). It is called pseudo because it is not exactly what R² is to linear regression but more of a proxy. Nagelkerke’s R² of 0.891 indicates a strong relationship between prediction and grouping.

Table 4.10: Model Summary

Step	-2 Log likelihood	Cox & Snell R Square	Nagelkerke R Square
1	82.701	.602	.891

Table : Hosmer and Lemeshow Test

Step	Chi-square	df	Sig.
1	8.464	8	.390

The predicted values of dependent variable based on the full model are shown in table 4.11 below. 87 cases are correctly predicted as 0 and 293 cases are correctly predicted as 1. Also, 14 cases are incorrectly predicted as 1 and 9 cases are incorrectly predicted

as 0. This table also gives the overall percentage of prediction which is 94.3 which is a significant improvement over 74.9 which was the model with no predictors. This shows that the independent variables significantly improve the model. So a full model does a better job of prediction compared the intercept only null model with no predictors. Hosmer and Lemeshow is a test of the goodness of fit and suggests the model is a good fit to the data as $p=0.390 (>.05)$. However most of the researchers report pseudo R^2 for fit between grouping and prediction and don't report Hosmer and Lemeshow tests of significance.

Table 4.11: Classification table with predictors included and below gives the 'b' coefficients

Classification table^a

Observed	Predicted		
	EE		Percent correct
	0	1	
Step 1 EE 0	87	14	86.1
1	9	293	97.0
Overall percentage			94.3

In the table 4.12, “variables in the equation, the coefficients, their standard errors, the Wald test statistic with associated degrees of freedom and p-values, and the exponentiated coefficient (also known as an odds ratio) are given.” “All the five factors – *growth lever* (accelerated career growth, training programs, feedback and coaching), *renewal lever* (sabbatical, generous vacation policies and ISR), *enabling lever* (meaningful work, flexible working arrangement, appreciation, autonomy and work environment), *aspirational lever* (brand, culture, leadership and CSR) and *transparency lever* (Procedural and distributive justice, co-worker relations, supervisor relations and work environment) – which forms the acronym ‘GREAT’ have an positive impact on employee engagement.”

		B	S.E.	Wald	df	Sig.	Exp(B)	95% C.I. for EXP(B)	
								Lower	Upper
Step 1 ^a	REGR factor score 1 for analysis 1	2.551	.434	34.532	1	.000	12.826	5.477	30.039
	REGR factor score 2 for analysis 1	3.654	.474	59.504	1	.000	38.614	15.261	97.704
	REGR factor score 3 for analysis 1	1.380	.448	9.510	1	.002	3.975	1.654	9.557
	REGR factor score 4 for analysis 1	.898	.289	9.696	1	.002	2.456	1.395	4.322
	REGR factor score 5 for analysis 1	.847	.317	7.147	1	.008	2.332	1.254	4.338
	Constant	3.376	.485	48.522	1	.000	29.265		
	a. Variable(s) entered on step 1: REGR factor score 1 for analysis 1, REGR factor score 2 for analysis 1, REGR factor score 3 for analysis 1, REGR factor score 4 for analysis 1, REGR factor score 5 for analysis 1.								

The Wald test ("Wald" column) is used to determine statistical significance for each of the independent variables. The statistical significance of the test is found in the "Sig." column. From these results it is clear that Growth ($p = .000$), enabling lever ($p = .000$), renewal lever ($P=0.002$), aspirational lever ($p =0.002$) and transparency lever ($p=0.002$) added significantly to the model/prediction. The information in the "Variables in the Equation" table can be used to predict the probability of an event occurring based on a one unit change in an independent variable when all other independent variables are kept constant. Exp(B) gives the odds ratio for that particular factor. So the odds ratio of factor 1 – Growth lever – to impact employee engagement is 12.826. The largest impact is seen by renewal level that has an odds ratio of 38.614

Logistics regression equation for employee engagement in Indian software services companies is given by

$$\text{Log (p/1-p)} = 3.376 + 2.551 F1 + 3.652 F2 + 1.380 F3 + 0.898 F4 + 0.847 F5$$

$$\text{Log (p/1-p)} = 3.376 + 2.551 \text{ Growth lever} + 3.652 \text{ Enabling lever} + 1.380 \text{ Renewal lever} + 0.898 \text{ Aspirational lever} + 0.847 \text{ Transparency lever}$$

The probability that employee engagement can be enhanced is given by

$$e^{(3.376 + 2.551 F1 + 3.652 F2 + 1.380 F3 + 0.898 F4 + 0.847 F5)} / 1 + (e^{(3.376 + 2.551 F1 + 3.652 F2 + 1.380 F3 + 0.898 F4 + 0.847 F5)})$$

All the five factors have a positive impact on employee engagement levels. The results from the logistic regressions support research propositions 1, 2, 3, 4 and 5. Also, the regression rejects the main null hypothesis that non-monetary levers do not enhance employee engagement in Indian software services sector.

This research study has shown that while all the five levers have positive impact on employee engagement, three of them (growth, renewal and enabling levers) have significant influence. Statistically speaking, a one unit change in ‘growth lever’ (that comprises accelerated career growth, training programs, coaching and feedback) has 2.5 times positive impact on engagement, while ‘enabling lever’ (that comprises meaningful work, appreciation, flexible work arrangement, appreciation and work-life balance) has more than 3.6 times positive impact and ‘renewal lever’ (that comprises sabbatical, vacation policies and ISR) has 1.3 times positive impact on employee engagement scores. In practical terms, this means that companies and HR managers would see significant benefits by leveraging the underlying variables of these three factors. It supports additional propositions 1, 2 and hypothesis 3. Aspirational lever (with brand, culture, leadership and CSR loading on it) and transparency lever (that has procedural & distributive justice, co-worker relations, supervisor relations and work environment) also contributes to employee engagement thereby supporting additional propositions 4 and 5 respectively. Engagement constructs have to be context specific to be meaningful. Identifying the core variables that impact engagement levels, through literature survey and focus group discussions, to build an

empirically tested model of constituents of non-monetary interventions for the Indian IT services sector have been attempted, at a doctoral level thesis, for the first time. The priority list of intervention needed to enhance engagement levels in companies have been shown by the regression output

Common method bias

When self-reported questionnaire is used as a tool in any research work, there is a possibility of common method bias (variance) occurring in the study. Harman one-factor test (Harman, 1976) was used to whether any of the constructs accounted for majority of the variance (Podsakoff et al., 2003). Therefore, an exploratory factor analysis was conducted and no factor accounted for 50% of the variance in the unrotated component matrix (the limit set) and consequently confirms the absence of common method bias.

4.5 Conclusion

The five factors are named *Growth* (components that aids the employee to grow in the job and also as a person – coaching, training programs, feedback and accelerated career path), *Renewal* (the components that help employee to recharge themselves including sabbatical, generous vacation policies and ISR), *Enabling* (having an enabling environment which includes meaningful work, flexible working arrangement, appreciation, autonomy and work environment), *aspirational* (that builds pride in the employee including brand, culture, leadership and CSR) and *transparency* (that provides transparency and fairness in dealing like Procedural and distributive justice, co-worker relations, supervisor relations and work environment) – which forms the acronym ‘GREAT’ as shown in figure 4.2. A logistic regression was performed to ascertain the effects of growth, renewal, enabling, aspirational and transparency levers on the likelihood of enhancing employee engagement in Indian IT services companies. The logistic regression model was statistically significant, $\chi^2(5) = 371.090$, $p < .0005$. The model explained ~ 90% (Nagelkerke R^2) of the variance in enhancing employee engagement and correctly classified 94% of cases.

CHAPTER - 5

5 CHAPTER 5: INSIGHTS FROM INDIGO AIRLINES, ICICI BANK AND HDFC BANK

5.1 Introduction

As Indian IT companies continue to build on their HR strategies to leverage non-monetary levers to enhance employee engagement, it would be valuable to draw insights from the best practices adopted by successful companies, to enhance employee engagement, in other sectors, that have similar characteristics to that of Indian IT services, as it provides a useful framework to emulate. This chapter captures the people practices of three leading companies based out of India – IndiGo airlines, founded in India and one of the most successful airlines in the world apart from being an employer of choice. HDFC and ICICI Bank, which are one of the largest banks from India reputed for its people friendly policies and respected for its business achievements. The methodology adopted was in-depth interviews from the Head of employee engagement of these companies, documents available in their respective websites and insights available in public domain.

Similar to Indian IT services companies, all the three firms – IndiGo airlines, ICICI bank and HDFC bank have characteristics that are analogous to IT sector as below:

- a) They are founded in India
- b) They operate in multiple different countries in the world – global in nature
- c) They employ a predominantly millennial workforce
- d) They work in a demanding services industry
- e) They work in an industry where competition offer similar products/services and differentiation becomes difficult

These companies are large multi-billion dollar firms, global in nature, ambitious in their aspirations and have built successful businesses ground-up - in what can be considered an exacting business environment. The core non-monetary strategy that helped these firms to achieve stellar success is “take care of the people and they will take care of the business”. The insights presented in these cases will be useful for Indian IT services firms when they look at a basket of non-monetary interventions that have worked for other services firms in the Indian context.

5.2 Case study 1: Indigo Airlines

“We have now arrived at our destination ahead of scheduled time...your patronage has kept us going for 13 years and counting...”

This is the familiar announcement for those who have travelled, recently, by IndiGo airlines - one of the leading airlines in India.

Business scenario

Airline companies operate in a highly regulated and demanding environment in India that has witnessed many celebrated airline brands going bankrupt at regular intervals, over the years. Only Air India, the flagship Indian carrier, has managed to survive for many years, mainly due to huge capital infusion by the Federal government in India, from tax payers' money. Other private sector airlines like Kingfisher, Jet Airways, Modiluft, Damania, Air Sahara and a few newer ones have either shutdown completely, merged with other airlines or struggling to stay afloat. Interestingly, airline industry is one of the few industries that are both capital intensive and people dependent unlike others like say manufacturing (that are more capital intensive) or technology (that are more people intensive). This unique combination adds to the complexity of managing the airlines business

So what makes IndiGo airlines special that it has not only survived the regular wave of business purge but has actually thrived in this exacting environment? Is there something unique in IndiGo airline's DNA that makes it stand-out among other airlines? Can some of the success achieved by IndiGo be replicated by other airline companies or by firms in other Industries? Is their people policy the differentiator for IndiGo's business success? If so, what are some of the key highlights of the people friendly initiatives that IndiGo has adopted which can be insightful to other companies?

Background

IndiGo, headquartered at Gurugram, Haryana, India, was founded in 2006 by Rahul Bhatia of InterGlobe Enterprises (51.12% stake) and Rakesh Gangwal owned company called Caelum Investment (47.88%). Today, IndiGo is India's largest

passenger airline with a market share of 47.9% (January, 2020) with over 250 aircrafts, ~ 25,000 employees and about US \$ 4.5 Billion in annual revenues (in fiscal year 2019), servicing over 85 destinations in India and abroad. Over 300 million passengers have travelled on Indigo flights since its inception. In many ways – low cost, on-time performance and hassle-free experience - Indigo is regarded as the “Southwest airlines” of India.

Credence

Ten years in a row, IndiGo continues to be amongst the best organizations to work for in India and has been named Aon’s Best Employer, 2017 (www.indigo.com)

- Recognized as ‘Great Place to Work for in India’ for 8 years in a row (2008-2015)
- Named as Aon’s Best Employer for the year 2016 and 2017
- 10 consecutive years of profitable operations
- For the second time in a row, IndiGo was ranked amongst the top 20 mega airlines globally in terms of On-Time Performance (OTP), based on data compiled by OAG

Such remarkable and consistent performance for a company of its size, the awards that IndiGo has received over the years are possible, only when its employees are motivated, aligned to the vision of the company to consistently exceed customer expectations. The key to its success, therefore, ensues in the way IndiGo hires its people, trains them, manages employees experience, promotes and empowers them. It is important to peel the onion, look under the hood of the people friendly policies adopted by IndiGo.

People Practices

Managing employee experience

IndiGo has mapped the entire employee life cycle with the company – starting from pre-joining to separation – and have worked on ensuring employees have seamless and fulfilling experience with the company. Even prior to joining, HR keeps in touch with the new recruits and provides support to make the employee feel welcomed.

Automated documentation ensures a hassle-free completion of joining formalities. Content about the culture of the firm, details about the orientation are shared in advance to the new employees so that they are better prepared. Allocating a buddy (who is an existing employee of the firm) to the new recruits helps in easing them into the company and bringing them up to speed on the culture of the company. The new recruits are asked for their feedback on the entire on-boarding process to remove any wrinkle that may remain for subsequent hires (People matters, 2017).

Flexible policy – tailored to the needs

IndiGo has framed policies that have bubbled up from their employees. IndiGo conducts ‘pulse surveys’ every three months to seek feedback from employees and make course correction accordingly (People strong, 2016). For instance,

- a) *Flexible flying pattern*: The pilots have a say in deciding whether they would like to stagger their schedule or space them out. Mothers may decide not to fly on weekends and rather stay with the family. This helps in work-life balance which woefully is in short-supply if someone is always on the move
- b) *Shift planning and crew rostering*: Similarly, the crew has a say and complete visibility into their calendar, their teams schedule, manage workflows etc

Training

The nature of the service industry demands that employees are trained on the cutting edge of best practices of customer delight, IndiGo has institutionalized its training initiatives through its flagship training program called ‘ifly’. The training centre located at its headquarters, at any given time, has over thousand employees undergoing training covering the whole gamut of customer service, soft skills apart from regulatory trainings. The cabin crew undergoes a 99-day course at ‘ifly’ before they are deployed for full-time work. Similarly the captains, ground staff, first officers, engineers all undergo tailored training programs relevant for their roles. At the end of the training course, a ‘graduation’ ceremony is held to honour the employees, who have successfully completed the program, in the presence of their families. This gesture builds immense pride and bonding among the employees as

they are recognised in the presence of their loved ones. Excellent way to increase the employee engagement levels (People matters, 2017).

Salaries and remuneration

Remuneration is benchmarked against the best in the industry and aligned to market standards. IndiGo has never defaulted on salaries from the time the airline was launched apart from paying increments, bonuses, awarding promotions each year and have never retrenched staff or advised pay-cuts. While, these may look trivial to employees in other industries; airline industry is replete with stories of delayed salaries and below par compensation (People matters, 2013)

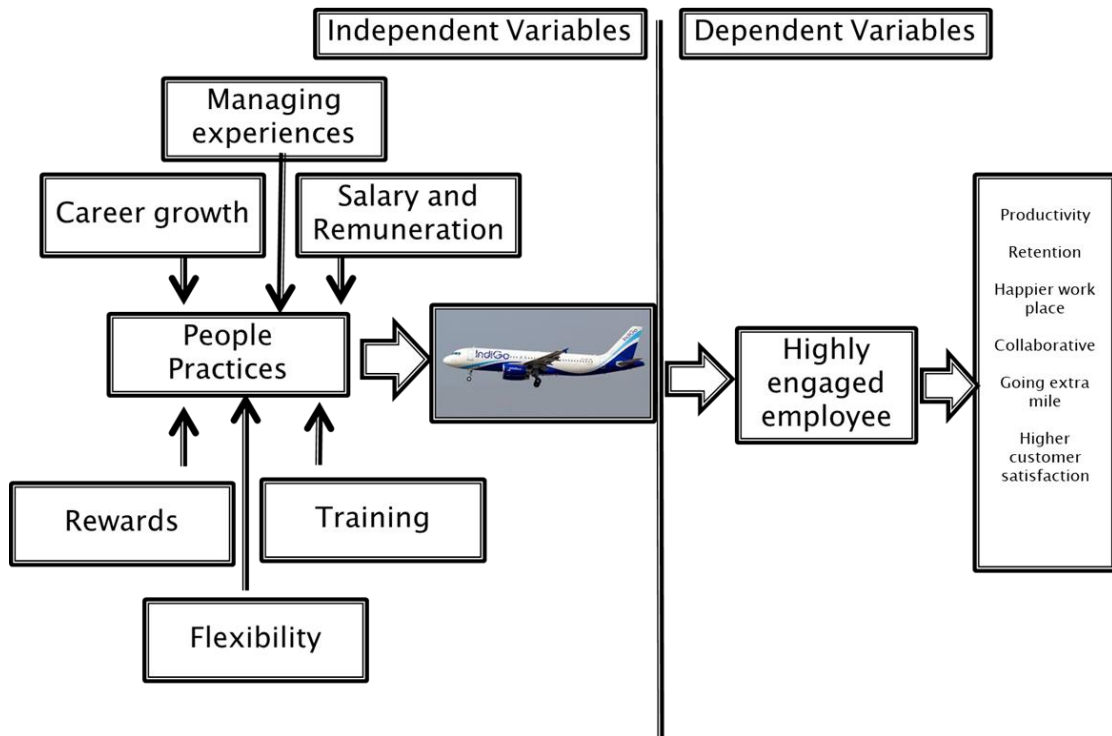
Accelerated career growth and internal job postings

Significant proportion of IndiGo's workforce is millennials who have different expectation, from a job and from a company. Accelerated career growth is one such aspiration that showed up in the pulse survey conducted by HR. IndiGo not only offers a faster career track but also ensures all job openings are offered to internal employees before being opened for external hires. Employees are free to apply for an internal job without supervisor's permission and are actively encouraged to explore different areas within the company. Figure 5.1 below is a representation of IndiGo's people practices and its impact on employee engagement (People strong, 2016).

Rewards and Recognition

'IndiGoVaganza' is the event conducted about nine to twelve times a year to reward staff and celebrate their contribution to the Company. Each unit can structure their own rewards. The family of the winners get to travel for free in Indigo flights to a destination of their choice. Employees are free to choose the rewards either in terms of cash award or time-offs. Rewards are also given for long service to the company, 100% attendance in a year and consistent on-time performance of flights.

Figure 5.1: People practice model of IndiGo airlines



Several other key policies include

- a) Monetary support for earning a commercial pilot license for both employees and their families
- b) Flexibility for the crew to work as ground staff to avoid flying during advanced stages of pregnancy
- c) Offering crèche facilities at all IndiGo offices including at airports
- d) Help desk transactions and employee self-service portal for seamless experience
- e) Monetary support to do higher degrees in pre-approved educational institutions
- f) Health and wellness programs
- g) Access to voice their opinion through internal social media platforms

Key highlights

IndiGo has gone about in a structured way to provide on-time, courteous & hassle free service to employees which reflects externally too. Pulse feedback survey conducted

every three months helps align its talent management practices with the aspirations of its workforce. Providing flexibility to its employees – in choosing work roster, to routes, to duration of work, job rotation etc - is the core of IndiGo's HR policy. Accelerated career path, knowledge enhancement through higher degree programs, world-class training and managing end to end employee experience with the company would ensure IndiGo will continue to fly high in the extremely demanding Indian aviation market (HR Katha, 2019a).

5.3 Case Study 2: ICICI Bank

Business scenario

ICICI bank is one of the leading private sector banks in India, with over two decades of banking experience. This bank has witnessed rapid growth over the years and has redefined the way India does banking. ICICI was one of the earliest banks to adopt technology to enhance experiences – both for the employees and for the customers. ICICI bank employs a diverse set of workforce – “not just in terms of gender but also in education, work history, geography, physical ability (common to see special recruitment drive to hire differently abled people), skills and age.” Also, large proportions of its employees are millennials who bring abundant energy and fresh perspectives apart from a ‘can-do’ attitude to work – which probably explains the spectacular growth of ICICI bank. However, the attitude, values, beliefs, aspirations and expectations of this diverse workforce varies quite significantly across cohorts. Getting the mix right in terms of policies that appeal to all of them is a daunting task.

Pertinent questions

ICICI bank has not only seems have got the employee engagement policies right, they seem to have mastered the art of leveraging their diverse workforce to become a force multiplier to achieve escape velocity for their business. So how did ICICI bank manage to roll-out HR policies that connect with and engage different cohorts of work-force? What's the strategy of ICICI bank that has kept the motivation of their employees high, in an exacting Indian market, and managed to deliver results

consistently? If so, what are some of the key ingredients of HR initiatives that ICICI has adopted that can be useful for other companies to replicate?

Background

ICICI Bank is ubiquitous with the banking sector in India. In many ways, ICICI bank is synonymous with everything that characterizes 'new' India – ambitious, driven, modern, successful, global outlook, growth oriented, industrious and energetic. It probably is no coincidence that ICICI bank was founded around the same time when India was opening up its economy in the early 1990s. ICICI has since grown into over 5000 branches, ~ 100,000 employees, 15,000 ATMs and has over Rs 12.5 trillion (I US \$ = Rs 75) of assets being managed.

Credence

ICICI bank has a long list of awards to its credit. A select few are shown below that was awarded in 2019 (www.icicibank.com)

1. 'Best Consumer Digital Bank for India region by Global Finance
2. 'Best Performing Bank – Overall by the Government of India
3. 'Best Company to Work for' by Business Today in the Banking, Financial Services and Insurance sector.
4. Three awards at The Asian Banker Excellence in Retail Financial Services International Awards 2019.
5. 'Best Retail Bank' in India for the sixth year in a row.
6. Ranked 7th in the 'Top 10 Retail Banks in Asia' list published by Asian Banker.
7. 'Most Trusted Brand' among private sector banks, by The Economic Times Brand Equity. ICICI Bank has won this award for the last four years consecutively

These awards wouldn't have been possible but for the exceptional contributions from the workforce that has delivered superior client experiences, consistently. Some of the enabling practices are below.

People Practices

Care for employees

This is probably the most defining policy of ICICI Bank that enhances employee engagement. While most companies have policies that care for their employees, ICICI bank has made this (employee care) integral to its culture and its ethos. For instance, there is no cap on the money that can be spent on an employee during emergencies. Even a junior employee can make a decision to expend money on a colleague in distress. Stories of air ambulance being engaged to evacuate a co-worker, who met with a road accident in a small town with modest medical facilities, to a top hospital in a metro city which eventually saved the employees life are abound. Similarly, 24/7 call centre to assist during emergencies integrated to an app which alerts local authorities, hospitals and local ICICI bank HR, apart from monetary/insurance help demonstrates that ICICI walks the talk of “employee care” being integral to its culture. Respect and dignity of the individual has to be maintained during every transaction and is central to the concept of employee care (Business Today, 2014).

Redefining talent pipeline

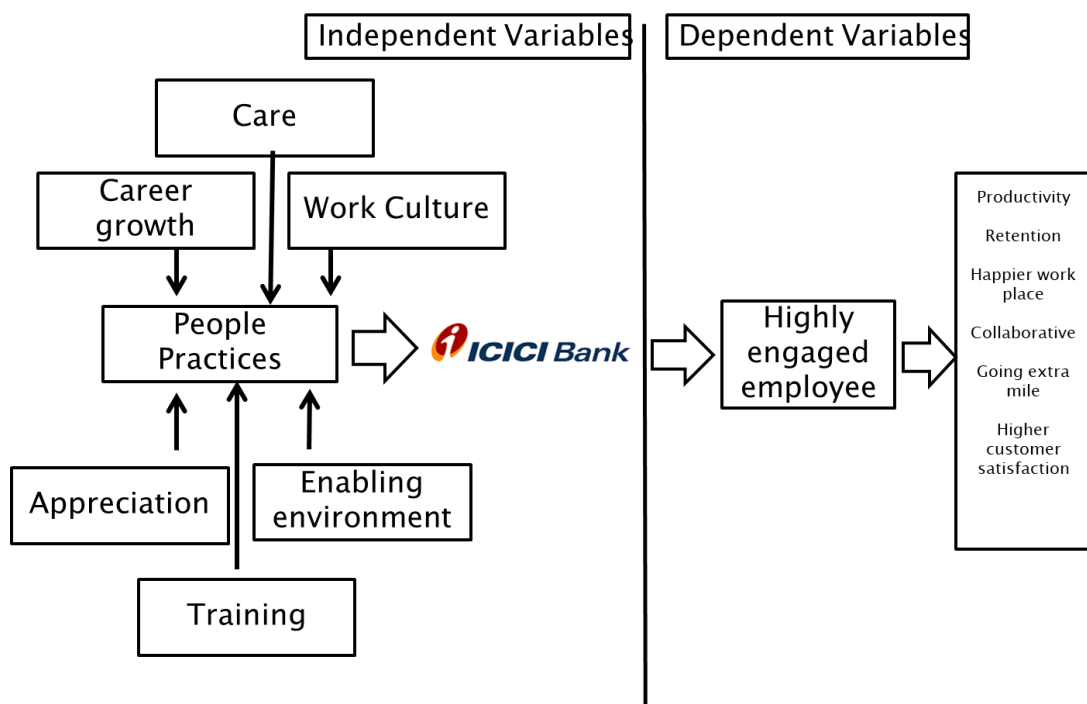
When corporate India was obsessed about ‘war on talent acquisition’ – talent narrowly defined as someone who is English speaking, from top cities in India and has a degree from a good college – ICICI bank was one of the earliest companies to hire from tier -2 towns in India. Since many of these hires from small towns were otherwise brilliant but were found lacking in soft skills, ICICI had set-up a training academy, partnering with top educational institutes, which acts as a finishing school. Till date over 100,000 employees have been trained and deployed. This was one of the smartest moves by ICICI bank because these employees were hungry to contribute/grow, worked very hard and most importantly stayed at the firm for many years. Therefore, diligent, dependable and loyal workforce became the force multiplier that catapulted ICICI Bank into the next orbit of growth (figure 5.2)

Growth and learning

Another ethos at ICICI bank is to always ‘trust human ability and ingenuity to deliver’ in challenging situations. ICICI bank probably has some of the youngest branch

managers in the industry. Employees are provided opportunities to rotate to other roles eg; from branch banking to corporate banking, to forex management etc. When resources show commitment to learn, they are assigned for higher order roles ahead of time to give them an opportunity to make an impact. Freedom to try out new ideas and the attendant empowerment resulted in many of these youngsters successfully stepping up when the situation demanded; which not only ensured they had an accelerated career but was also invested/engaged in the role. These stretch assignments ensured ICICI bank had a large pool of managerial talent that can be tapped into when needed.

Figure 5.2: People practice model of ICICI bank



Enabling work culture

ICICI bank’s culture has high tolerance for failure enabling people to try new things without fear of getting reprimanded. The culture is also transparent on goals and expectations from the team. Free and uninhibited communication is encouraged on strategy, structure and policies of the bank. Grievances are addressed expeditiously and in transparent manner. Bank places a premium on both procedural and distributive justice where merit, talent and performance are rewarded.

Other policies include

- a) Generous leave policies
- b) Sabbatical for employees based on needs
- c) Flexible working option for women especially new mothers
- d) Counselling help-line
- e) Generous loan policy for home, vehicle, education etc
- f) Accommodation of transfer requests to other location based on life-stage needs

Key highlights

ICICI bank has redefined the way India does banking. The secret sauce of its success is a fully engaged workforce supported by enabling policies to keep the wheels of business moving. From adoption of technology (People matters, 2018), to non-traditional way of hiring and training its workforce, frequent polling of employee feedback, accelerated career growth, open and meritorious culture based on dignity of human value have ensured ICICI a pole position in the banking world. Oft repeated saying “take care of your employees and they will take care of your customers” seems to be ICICI Bank’s clarion call for success.

5.4 Case Study 3: HDFC Bank

Business scenario

India is the fifth largest and one of the fastest growing economies in the world today. Ever since India opened its economy in 1991 and adopted market friendly policies; the growth has been spectacular. There are many components that have contributed to the growth story including availability of trained human resources, demand, supporting infrastructure etc. However, the most significant part of the success story was availability of credit for business. Indian banking system was, till then, largely run by public sector behemoths with their own challenges and constraints. Customer experience and business friendly outlook were not one of the strengths of public sector banks then. Hence the entry of private sector banks like HDFC into the banking scene during the 90s and their contribution to the impressive growth of Indian economy by partnering with businesses is one of the defining moments of India story.

Background

HDFC Bank is India's leading private sector bank and the largest bank by market capitalization (March 2020). With over 110,000 employees, 5300 + banking outlets in over 2700 cities/towns and a healthy balance sheet, HDFC Bank has established itself as a premier bank in India with a stellar reputation for professionalism and corporate ethics. HDFC Bank was founded in the year 1994 and has synchronised its growth with India's growth story (www.hdfcbank.com)

Pertinent questions

- a) What is HDFC Bank's mantra of success - from the perspective of rallying the people around its mission?
- b) What are the core people practices adopted by HDFC bank that catapulted it from a fledging bank in 1994 to the largest bank in India - in just over two decades?
- c) What are the insights from the best practices adopted by HDFC bank that can be leveraged by HR practitioners in other companies to build an engaged workforce?

Credence of HDFC Bank

1. 'India's leading private bank' at the Dun & Bradstreet BankTech Awards 2020
2. 'Best Managed', 'Best Governed' Indian company in 2020 by leading global financial magazine Finance Asia
3. 'Bank of the year' at Business Today – Money Today financial awards 2019
4. 'Outstanding company of the year' award at the India Business Leader Awards 2019
5. 'Private sector bank of the year' at the Outlook Money Awards 2019
6. 'Outstanding Company' among banks in India in the Asia money Poll in 2019.
7. Top 100 Most valuable global brands 2019 for the 5th consecutive year by BrandZ
8. Ranked no. 1 bank in India in the Forbes' World's Best Banks report in 2019
9. Asia's 'Most Secure Bank' at the annual IDC financial insights innovation awards
10. 'Best Bank' in the new private sector bank category by Financial Express

These awards were possible by the exceptional contributions from an engaged and capable workforce that delivered superior client experiences, consistently. Some of the enabling practices are below.

People Practices

Dedicated centre of excellence (CoE) for employee engagement

HDFC Bank is one of the few companies that have established a dedicated centre of excellence for employee engagement managed by a senior leader in HR. This is a validation of the seriousness and importance the bank places on the concept of employee engagement. The core of people policies of HDFC bank rest on the pillars - credibility, nurture, care and collaborate. Emotional well-being of employees is critical to engagement and the bank has created the entire ecosystem – enabling culture, people connect, talent shows etc – to enable employees bring their whole self to work. The CoE actively looks at psychological safety, physical safety and trust index (many of these variables are part of the Great place to work survey) of the workforce to measure their engagement levels (HR Katha, 2019b).

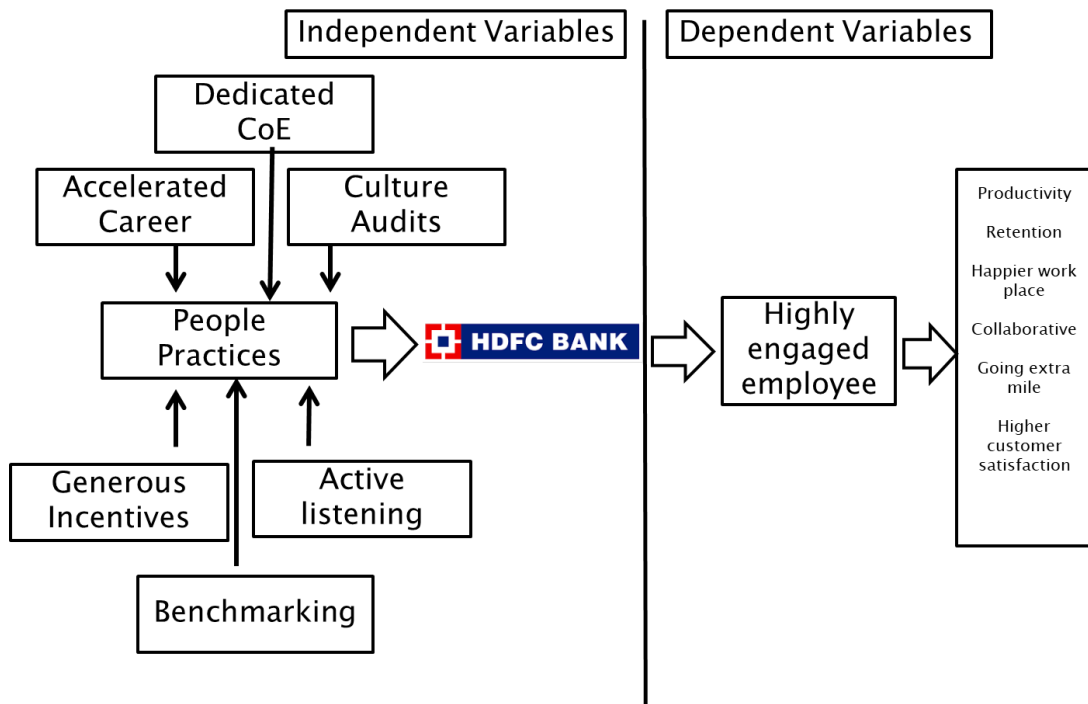
Active and continuous listening to employees

HDFC Bank conducts regular employee surveys at two levels – one at the organizational level aptly named as “Voice” and the other at the group level. Till a couple of years back the survey was done by a leading HR firm in India, annually. However, the bank has done away with surveys so spaced out and are doing them frequently now, using internal teams. These provide real-time feedback to the bank on how inclusive they are as an organization and give the pulse of the company to make course corrections, if needed. The shift to short and frequent surveys is a smart move by the bank as it has significant proportion of millennials as part of their workforce. Millennials have different set of expectations and aspirations from employers and waiting for a year for the annual survey to share their feedback was anathema to them. Consequently, continuous and active listening to employees to get their perspective of their experience with the bank turned out to be the biggest differentiator for HDFC bank

Culture Audit

Culture is how things are done in a firm. It's the unique DNA of the company that encompasses the values, beliefs, customs, rituals and habits of the people employed there. There is a popular saying; "People join a company but leave a culture." HDFC bank seeks feedback on the culture that helps them to understand how several different cohorts of employees – women employees, long tenured employees, young employees, high potential employees - are experiencing the work place. By allowing slicing and dicing of the information presented, the survey helps the bank to draw deep insights into employee experiences with the firm. Figure 5.3 shows the various people practices of HDFC Bank

Figure 5.3: People practice model of HDFC bank



Benchmarking

HDFC Bank benchmarks itself against the best in the world (couple of leading multinational banks) for domain expertise and an iconic technology company for people practices.

Generous incentives (both monetary and non-monetary) to motivate the workforce

- a) *Building Pride*: The bank includes the families of the employees in every celebration – events, annual meets, award ceremonies. The inclusion of family builds pride for the employees and enhances engagement.
- b) *Sabbatical*: The bank has generous sabbatical policy that helps the staff to pursue higher education of their interest
- c) *Loans*: The staffs are entitled to home loans, vehicle, personal and emergency loans at special interest rates.
- d) *Medical trust*: The bank manages a trust which offers generous pay-outs during medical emergencies. Each employee is covered with a base policy that can be topped up to include elderly parents for a modest premium. Any costs incurred by the employee over and above the cover will be contributed by the medical trust. Thus the employees are not burdened by the costs that exceed the cover.
- e) *Employee stock option plans (ESOP)*: The bank has a history of sharing the wealth with employees through ESOPs. Employees create wealth for the bank and the firm is generous in sharing the profits with the employees. Classic case of reciprocal dependence for mutual benefit. ESOPs are common in technology companies, however progressive firms like HDFC bank are among rare set of companies in other sectors to share wealth with their staff.
- f) *Accelerated career track*: Most of the branch managers of HDFC Bank are under 35 years of age. Many of these managers, who run large branches, have risen through the rank by virtue of their performance. Bank runs a meritocracy organization where performance is rewarded. Procedural and distributive justice plays an important role in enhancing employee engagement and HDFC bank has laid out fair and transparent process for employee rewards and growth

Conclusion

The mantra for HDFC bank's success is a highly engaged workforce that is willing to spend significant amount of discretionary efforts to build the bank. The enabling policies listed in the chapter have played a pivotal role in keeping the motivation of its

employees high. The oft repeated saying that “Culture will eat strategy for breakfast” has been validated by the success of HDFC Bank. The bank got the ingredients of its ‘people friendly, people first’ culture right. The culture of HDFC Bank took care of its growth and its business success.

Summary

The successes of Indigo airlines, HDFC Bank and ICICI bank in keeping their workforce engaged and motivated have several common themes. There are several similar building blocks of people policies, adopted by these firms that not only enhanced employee engagement but also delivered consistent business success. The insights from these best practices can be leveraged by HR leaders of Indian IT firms to build work engagement in their teams

5.5 Insights from the case studies

Some of the insights from the successes of Indigo airlines, HDFC Bank and ICICI bank in keeping their workforce engaged are:

1. *Dedicated HR executive for employee engagement:* All these three companies have a senior executive in HR who is mandated to measure and manage employee engagement. This helps in bringing the necessary management bandwidth to poll employees, look for patterns, tweak initiatives and run programs with a rigor that is needed to make it successful
2. *Flexibility:* Providing employees the option to structure policies that are relevant for their business – from a basket of policies while keeping some of the core as common for all – seems to be working well because the employees feel they are in control of their professional life. Flexibility also extends to work from home options, location preferences, shift/roster preferences, staggering leaves as per needs also aid in enhancing motivation.
3. *Strategic use of non-monetary levers:* Large part of the people policies of these firms have non-monetary levers like training, sabbatical, career growth, managing experiences and culture as important ingredients. While monetary levers like salary and remunerations are important, they are not everything when it comes to employee motivation

4. *Focus on 'Employability'*: Investing in training and development of the employees make them attractive to the market/competition. Ironically, those employees with highly marketable skills and who are in high demand tend to stay in the organization. The insight to continuously invest in employees growth as a means of retention strategy may seem counterintuitive but is working successfully
5. *Involving family members during company events*: Family members of employees participating in company celebrations and award functions have significantly enhanced pride and motivation among employees. Receiving a coveted award, with loved ones cheering from the audience, is a powerful retention tool
6. *Managing employee experiences*: Managing all the touch points of employee-employer connect –from on-boarding to separation – and ensuring superior experience is another core differentiator of the people policies of these companies.
7. *Meritocracy culture*: Great organizations are built by capable people. The culture of the organization – enabling work environment, fairness, trust, procedural justice, distributive justice, respect for the individual and more – plays a huge part in retaining capable employees. These organizations are known to be meritocracies that rewards top performance with accelerated career growth

The insights from these best practices can be leveraged by HR leaders of other firms to build engagement in their teams. Some of the strategies that can be adopted are:

5.6 Strategies for practitioners in HR of Indian IT services sector

- a) “Employee involvement in job design and task allocation will increase the ownership to accomplish these tasks and enhances autonomy. Providing them choices in roles, feedback on specific task performed in a non-controlling, non-comparing (with others) language, taking the perspective of employees and task significance also have shown to increase the feeling of autonomy
- b) Optimal challenge of task, providing structure and framework for developing skills, appreciation for the task well done, designing the tasks in such a manner that there is an increasing degree of difficulty in stages enhances a sense of success and competence
- c) Supervisor support, a nourishing work environment where employees can feel psychologically secure, active collaborative teams, workplace that demonstrates

warmth where the employees are heard and valued enhances the feelings of relatedness

- d) Several non-monetary levers (career development, work environment, skill building, meaningful and purposeful work, flexible work timings etc) have shown to increase intrinsic motivation, which is the most stable form of motivation that continues for a long time. So rewards can be restructured to include non-monetary components as well”.

“Increase in motivation leads to higher employee engagement which positively impacts productivity. This also leads to increase in well-being and happiness of the employees. The success of these three firms provides excellent inputs for practitioners to incorporate these insights into their HR strategy”

5.7 Concluding remarks

There are several insights that can be drawn from all the case studies of three different albeit successful companies from two different sectors. One is providing flexibility and autonomy to the employees to do their jobs within the broad framework of agreed upon KRAs. Secondly, all the companies have a dedicated HR leader focussing on employee engagement which ensures necessary attention and prompt redressal of employee complaints. Thirdly, these firms also conduct regular engagement surveys to continuously seek feedback from employees. This would help to course correct quickly rather wait for annual surveys to uncover areas of improvement. Next is having a strong focus on employee friendly non-monetary policies (like generous medical emergency support, training programs, accelerated career, sabbatical, culture audit, crèche facilities, health and wellness programs among others) have helped these firms to keep their employee motivated. Intrinsic factors aid job satisfaction and engagement (Kanika et al., 2018). Finally, some of the monetary levers like stock-options, loans on modest interest rates, monetary support to pursue higher education are also offered. Also, these firms have leveraged pride, social bonding through company events where families are invited and supporting through life stage needs (co-locating working spouse in the same city) of employees to build engagement.

CHAPTER - 6

6 CHAPTER 6: SUMMARY AND CONCLUSIONS

6.1 Introduction

Employee engagement as a concept got lot of attention among both academia and practitioner community during the past decade. Hence, engagement is a relatively recent concept that is still evolving around the world. Consequently, there are multiple definitions and construct built around different set of theoretical orientation. Moreover, there is significant divergent in approach of both academic and practitioners fraternity on work engagement. Unlike, other concepts, employee engagement was popularized by leading HR consultancy firms, over the years using their own tools and constructs, with academia playing catch up on the concept. In the recent times, there have been thousands of research articles that have emanated from academic world on work engagement that has strong theoretical foundation, robust research methods backed by rigorous statistical models which have contributed to deeper understanding of the concept.

Although there is no consensus on a single, all-encompassing, definition of employee engagement, there is agreement – supported by research - on the benefits of engaged employees to the organization. Some of them include higher productivity, better quality output, lower employee attrition, increased collaboration among others. Also, research has shown that engaged employees tend to benefit from the virtuous cycle of improved well-being, quality relationships at home and community that aids to better work related behaviour thereby creating an upward spiral of positivity. Engagement is characterized by high energy and willingness to work towards the success of the organization. However, engagement is context specific. What works in one context may not work in another. Therefore, it is important for researchers to build engagement constructs that are relevant for a particular context or industry. While many of the core theories or fundamentals may remain the same; building context specific models will make a difference between successful engagement interventions and low impact ones. Indian IT sector needs one such context specific employee engagement model that is empirically tested for non-monetary interventions.

6.2 Conclusion

The following conclusions are reached based on the research work done (both from literature review and from the model built):

Indian economy needs to continue to grow to support its large population: Literature is consistent that Indian economy has to continue to grow to support social projects for its growing population. India has an ambitious target of reaching \$5 Trillion economy by 2024, which will not only ensure employment to the millions who graduate from its Universities but also to ensure capital to fund projects in education, healthcare, infrastructure, nutrition among others.

Services sector is an important contributor to India's growth story: Services sector contributes almost 50% of India's GDP in 2020. This contribution is set to increase to almost 60% in the foreseeable future. Also, services sector provides job opportunities to India's educated youth. Therefore, growth of services sector is of strategic importance to India both from capital generation and employment generation perspective.

IT services form a critical and substantial component of the overall GDP of India: Indian IT sector contributes around 8% of India's GDP as of 2019. It was around 10% of overall economy in 2015. IT services need to accelerate its growth to ensure India meets its \$ 5 Trillion economy aspiration by 2024. IT services forms a substantial part (~ 15%) of services sector portfolio of India

Indian IT services companies have significant opportunities to grow in global market: The IT services budget of global corporation is around \$ 1 Trillion and Indian IT services share of the customer wallet is about \$ 100 billion (pure play services portfolio) of that budget. Therefore, there is lot of headroom for Indian IT services companies to grow as the market size and potential is substantial.

A flourishing IT industry has huge multiplier effect for India: A booming IT industry that employs over 4 million employees directly and around 12 million indirectly, has a huge multiplier effect on the overall country by way of building technology enabled service delivery capability for the social sector (Unique identification, online banking to several social projects like e-choupal) use technology that rides on the capabilities

of Indian IT companies. Consequently, a thriving IT sector positively impacts other areas of the economy like ease of doing business, social spend reaching beneficiaries with little pilferage, online trade & finance etc.

Engaged and motivated employees are sine-qua-non for IT sector growth: There is support in literature that engaged employees are motivated and are willing to go over and beyond the call of duty to spend substantial discretionary efforts for the success of the company resulting in several business benefits for the organization. IT sector needs engaged employees to fuel the next phase of growth to capture sizable market share of the global IT outsourcing budget.

Both monetary and non-monetary levers are used to enhance employee engagement in companies: Indian IT companies have used both monetary and non-monetary levers to enhance employee engagement, over the years. However, difficult business situation in the recent years have curtailed the use of monetary levers. The companies have to now rely on non-monetary levers, to a large part, to keep their workforce engaged.

Non-monetary incentives enhance employee engagement: Several published research undertaken across the world, across sectors, reveal that non-monetary levers like career growth, feedback and meaningful work among others enhance work engagement – although to different degrees depending on the nature of the industry and on composition of the workforce.

All five levers of 'GREAT' model have positive impact on employee engagement: The five levers - named *Growth lever* (that includes coaching, training programs, feedback and accelerated career path as variables that load on this lever), *Renewal lever* (that has variables - sabbatical, generous vacation policies and ISR), *Enabling lever* (which includes meaningful work, flexible working arrangement, appreciation, autonomy and work environment), *aspirational lever* (including brand, culture, leadership and CSR) and *transparency lever* (that has procedural and distributive justice, co-worker relations, supervisor relations and work environment) – which forms the acronym 'GREAT' contribute to employee engagement.

The impact of different non-monetary levers (GREAT model) on work engagement varies: While all the five levers enhanced employee engagement, significant impact

was seen by enabling lever (3.6 times impact on employee engagement), by growth lever (2.5 times impact) and renewal lever (1.3 times impact). Other two levers – aspirational and transparency levers – also contribute positively to engagement albeit at a lesser degree (0.898 and 0.847 times respectively)

Context specific model of engagement is needed to ensure success: Literature that is emerging on work engagement support the notion that the models built to study engagement need to be tailored to that specific context – which may include geography (region) and type of industry/sector. While some variables of engagement like treating employee fairly is universal, some like ISR may be context specific. Also, as the composition of workforce changes from industry to industry – additional variables like sabbatical or availability of a coach may have different impact on engagement scores of the employees working in these firms.

Employees value non-monetary levers too for motivation: Non-monetary levers are intuitively not considered in the same league as monetary incentives for motivating the workforce, especially in an industry that grew rapidly on the back of generous monetary interventions. However, in this research, employees of this sector overwhelmingly supported non-monetary incentives during exploratory surveys, as another means of motivation. HR managers in Indian IT companies can build engagement in their workforce by leveraging the non-monetary levers presented in this study.

The multiplier effect of engaged employee is an additional yet welcome bonus: Research supports that engaged employees at work not only makes the workplace pleasant for their co-workers but also carry that positivity to their homes and to their communities. This results in productive employees at work and also engaged employees who generously volunteer in their local communities who also create a pleasant atmosphere for their families at their homes. Overall, healthy workforce that results in lesser absenteeism, more organizational citizenship behaviour and altruist tendencies to help a co-worker result from engaged employees. The ripple effect from having engaged employees positively impacts many areas of their life.

Engaged employees impact financial and non-financial metrics for companies: Research available in literature supports the conclusion that engaged employees

significantly impact the financial metrics of the firm including top-line (20% higher sales) and bottom-line (21% higher profits), stock gains (13 percentage points difference), Earnings per share (132%) apart from impact on non-financial metrics like reduced attrition, better team collaboration, overall well-being, demonstrating organization citizenship behaviour and leading a fulfilling life.

Disengaged or indifferent employees are a drag on company's performance: The corollary to engaged employees positively impacting company's performance, research has shown that disengaged employees negatively impact financial metrics – return on assets (-5%), lowest growth in profits (0% to 1%), low stock gains (3% or less) apart from negatively impacting non-financial metrics like higher attrition levels, employee burn-outs, frequent absenteeism, toxic work environment and reduced morale. Disengagement affects employees' life areas outside of work like home environment and engaging with local community.

All the three companies reviewed have dedicated focus on engagement: The three companies that were reviewed (chapter 5) as part of this study – IndiGo airlines, ICICI bank and HDFC bank – have a dedicated leader in-charge of enhancing employee engagement. All of them reported significant business benefits from having an engaged workforce with several anecdotal and data driven metrics to support their claims. All of three of them were unanimous that having focussed attention on engagement and taking initiatives– regular employee audits, pulse surveys, building flexible HR polices, focusing on employee experience, use of non-monetary levers - as part of HR had helped these firms improve the engagement scores

Engaged employees will be the source of sustainable competitive advantage: Indian IT services offer broadly similar services and sometimes struggle to differentiate themselves from global competition. However, building an engaged workforce where the employees are going beyond the job roles to deliver for the greater good for the organization will become a source of enduring competitive advantage. Also, while hard skills like programming capabilities can be imitated in relatively short period of time; the softer aspects of employee engagement cannot be easily copied as this is built on several set of mutually reinforcing and unique constructs like culture that is unique to the organization.

6.3 Observations

The following observations surfaced during the research work.

Employee engagement is high on the agenda of Indian IT companies: As part of research several leaders working in Indian IT companies were contacted. Almost everyone had employee motivation and engagement high on their agenda. The benefits of engaged employee are well-known and appreciated by these leaders. At some point in the career most of these leaders have seen the ill-effects of demotivated team members on the productivity of the entire group and have also witnessed the upside of engaged team members. Therefore, not only was there awareness but also appreciation of employee engagement as a concept which would be useful in enlisting their support during implementing engagement initiatives.

IT Companies have implemented some focussed programs to enhance engagement: Indian IT companies have implemented programs to increase motivation and engagement of their workforce, over the years, including accelerated career path, training programs, sabbatical, mentoring and building transparent workplace practices among others. However, not every organization has included all elements of non-monetary interventions and some of these interventions have evolved over time in their firms. The impact of these programs on engagement scores is not well known.

IT companies' measure employee satisfaction on yearly basis: IT companies have customized versions to measure employee satisfaction, on yearly basis, with the company and with their jobs. Some companies do these surveys annually while others do more frequent dipstick surveys. Most companies do these surveys with the help of their internal HR teams and these surveys are not anonymous. A few companies also use external consultants to conduct these surveys to maintain confidentiality and seek unbiased views which will elicit true answers from employees and not socially desirable responses.

Despite high scores on employee satisfaction surveys staff attrition remains high: The attrition levels in IT companies is around 20% which is high given internal employee satisfaction surveys consistently show high scores which means either employees are

giving socially desirable responses or only a small set of employees (relatively) participate in these surveys, as the surveys are voluntary in nature.

IT companies continue to be the employer of choice for aspirants: Among different avenues available for young graduates today, Indian IT companies continue to be the employer of choice for the hundreds of thousands who graduate from Indian universities. Even though many of the earlier perks of Indian IT companies (high salaries, large increments, generous bonus, stock options and abroad postings) are almost non-existent now, the prestige associated with this sector and past legend that surround the sector continue to attract talent.

Indian IT companies need to reinvent themselves to stay relevant to their clients: Indian companies have their expertise around building, managing and maintaining large software applications, technology infrastructure, systems integration, BPO and engineering services. These are traditional offerings aimed at the CIO organization within the clients. However, the IT budget is moving away from the CIOs into the business organization within client companies. The current technologies that are in demand include big data analytics, digital, cyber security, AI/ML, blockchain, customer experience and consulting. Indian IT companies not only need to build these capabilities but also need to build new relationships with the business heads within the client organization (the IT companies have strong connects with the technology side of the client organization). Also, many of these new age capabilities need different set of people (some of the existing workforce can be reskilled, however those who have spent years in BPO or managing support projects find it difficult to be reskilled) with very different personality characteristics – open to experimentation, ability to work with incomplete information, tolerance for ambiguity, frequent pivoting of models and willing to embrace an agile mode of working.

GREAT model of engagement meets the 'rigour' vs 'relevance' criteria: Engagement research is being led by practitioner community – large HR consultancy firms – with their proprietary models and constructs. The entire spend by companies on engagement initiative runs into hundreds of billions of dollars with the HR firms providing the consultancy work. The practitioner world has by and large kept away from academic research in the engagement area. The major reason for using academic

literature sparingly in corporates is due to the lack of relevance and obtuse nature of academic research. The corporate world needs relatively broad concepts and working model that has immediate execution relevance than robust research methodologies and strong theoretical foundations. On the contrary the academic world find the engagement constructs by the HR firms lacking the academic rigour. The ‘rigour’ vs ‘relevance’ debate between academic and practitioner world is an old one. GREAT model of employee engagement meets both the rigour (robust statistical analysis, grounded in theory) and relevance (broad implementable recommendations) criteria and sits at the cusp of both these worlds.

Non-monetary levers are inexpensive and quicker to implement: Many of the non-monetary levers like appreciation, feedback, supervisor relations, fair working environment and co-worker relations are inexpensive and costs little to implement but pay rich dividends. Companies can prioritize and leverage the ‘GREAT’ model of empirically tests model of non-monetary interventions to enhance engagement incurring minimum expenditure for implementing these suggestions.

Engagement is not ‘old wine in a new bottle’: Engagement is usually confused with related concept of job involvement, job satisfaction and commitment. While these are positive concepts and will certainly aid employees, these concepts are different from engagement from construct perspective. There is enough support in the literature that engagement as a construct is different and need to be studied separately.

Engagement as a construct is understood differently in academia journals and in Industry: Academic constructs and models are grounded in theory, built using rigorous statistical analysis and have fine distinction between motivation, engagement, job satisfaction, job involvement and job commitment, such distinctions are ignored at best in the Industry (sometimes concepts like motivation and engagement are used synonymously in the Industry) who use HR consultants and their proprietary methodologies to address engagement needs. Academic articles (that focuses on rigour) need to engage with practitioner audience (that values relevance) lot more closely to get the practitioners attention. Else, the wealth of research that is available in academic journals on employee engagement may never reach the scale of acceptance by the industry.

6.4 Recommendations

The following recommendations are made to enhance employee engagement in Indian IT services companies.

Strategic use of non-monetary levers enhances engagement: While monetary levers like salary and remunerations are important, they are not everything when it comes to employee engagement. IT companies can strategically leverage the non-monetary levers in combination enhance engagement. Some levers like CSR or ISR may appeal to one section of employees while flexible working arrangement, sabbatical and vacation policies may appeal to others. “The power of non-financial levers, as a powerful motivation tool, should never be underestimated. Not everything may appeal to all employees as shown in Table 6.1. The classification below is not a rigid stereotype but to be construed more as a compass.” Other cohorts may also value an attribute present in one cohort. The difference is in the degree of preference of that attribute. Therefore, having a menu based approach to intervention, allowing people to tailor these incentives will work best than having one size fits all approach.

Table 6.1: Interests of different cohorts with some common areas listed down below

Baby boomers	Gen X	Gen Y	Gen Z
Predictability	Empowerment	Career development	Continuous learning
Monetary rewards	Work life balance	Autonomy	Socially conscious
long term roles	Meaningful work	Variety of roles	Instant gratification
Enriching work	Social recognition	Task significance	Fun work environment
Social support	Mentoring	Higher purpose	Autonomy
Strong brand	Structured training	CSR	Sabbatical
Industry benchmarked remuneration	Procedural justice	Culture	
Fair appraisals	Healthy work environment	Wellbeing	
Safety & Security	Leadership	Trust & respect	Professionalism

Moreover, focusing on *Enabling lever* (meaningful work, flexible working arrangement, appreciation, autonomy and work environment), *Growth lever* (coaching, training programs, feedback and accelerated career path) and *Renewal lever* (sabbatical, generous vacation policies and ISR) have the greatest impact on

engagement levels as shown by the model, although all five levers of the GREAT model enhances employee engagement.

Dedicated HR executive to manage employee engagement: All the three case studies of that were reviewed as part of the research have a senior executive in HR who is mandated to measure and manage employee engagement as their core role in the firm. This helps in bringing the necessary management bandwidth to poll employees, look for patterns, tweak initiatives and run programs with a rigor that is needed to make it successful. The three senior executives from IndiGo airlines, ICICI bank and HDFC bank interviewed for this project were unanimous that having a dedicated leader responsible for employee engagement actually helped them immensely to improve employee satisfaction scores – not because of absence of concerns but because of immediate redressal of these employee concerns.

Frequent 'pulse' surveys to check engagement: IT companies need to conduct frequent surveys (multiple times in a year, rather than annually done at present), preferably done anonymously, to gauge the engagement levels of the employees. Many of these surveys use a short questionnaire of 10-15 questions and can be implemented and interpreted by trained internal HR teams (expensive external HR consultants may not be needed). Predominantly, millennial workforce that demands instant gratification rather than wait for the end of the year for providing the feedback on the HR policies made IndiGo airlines and HDFC bank to roll-out more frequent feedback surveys. IT companies also employ a large millennial workforce and therefore need to switch to a shorter but more frequent feedback mechanism to capture the mood of the employees.

Frequent review of policies based on pulse survey: Based on the feedback received from the pulse surveys, the HR policies need to be suitably modified to align with the aspirations of the employees. Hitherto, HR policies are reviewed and revised every 3-5 years to match employee and market expectations. However, that frequency needs to change to at least annually (HR policies reviewed annually) to ensure the feedback received are incorporated in the policy.

Managing employee experiences end to end: Managing all the touch points of employee-employer connect –from on-boarding to separation – and ensuring superior

experience in the entire employee journey with the organization, is another core differentiator of the people policies of IndiGo airlines, HDFC bank and ICICI bank. The employees feel that their HR processes are seamless and responsive apart from being helpful aids motivation. There are almost no broken links or multiple transfers to solve any challenge that they face at work that falls in the realm of HR.

Doing well by doing good: This concept of doing well (business-wise) by doing good (altruist initiatives) has two parts – doing well, internally, for the employees and doing well, externally, for the community. Company leaders and also employees who were interviewed for this research mentioned about generous support provided during emergencies for the employee and their families (for instance ICICI bank has no cap on medical emergency and cited instance where a junior bank employee was air-lifted when he needed urgent medical attention) apart from loans at modest interest rates for housing, education and personal emergencies. Also, companies' active involvement in local communities that creates positive impact for the society at large enhances engagement of employees.

Need to be familiar with concepts and theoretical orientation of employee engagement in academic literature: Practitioners have largely neglected the rich, wealth of knowledge that is available in academic literature on employee engagement. These researches are grounded in theory and use rigorous models to arrive at conclusions which can be useful in the Industry. For instance, building basic psychological needs (Autonomy, competence and relatedness) of employees significantly enhance their motivation is the core concept of self-determination theory (SDT). The strategies to meet these psychological needs are discussed for various work-place settings, which validates the relevance of this theory to the Industry. Similarly, there are other concepts related to engagement available in academic literature that practitioners need to be acquainted with to take advantage of the body of knowledge built over the years. While industry is conversant with practitioners' literature on the subject of engagement, they also need to incorporate the insights found in academic journals to derive the benefits of best of both worlds.

6.5 Research contribution

This research has made the following contribution to the existing body of knowledge on employee engagement

Identification of 20 non-monetary variables to enhance engagement - relevant for Indian IT services companies: This study identified from, literature survey and exploratory research, 20 key non-monetary variables that enhances employee engagement for Indian IT services sector. The operating definition of the variables, their likely influence on employee engagement, building a survey instrument (questionnaire) with its validity checked (that can be used by other researchers) are key contributions of this work.

'GREAT' model of employee engagement: Building the 'GREAT' (growth, renewal, enabling, aspirational and transparency levers) model of employee engagement for Indian IT sector, through factor analysis of the 20 variables, is another contribution of this research. HR leaders in Indian IT have now five levers of non-monetary intervention that can they use in their firms to build engagement. This is the first model built for Indian IT sector context to the best knowledge of the researcher.

Empirically tested constituent of non-monetary interventions to aid engagement: The GREAT model was empirically tested using logistic regression which gave the relative impact of these five levers on enhancing employee engagement for Indian IT sector. This information will be useful for leaders in Indian IT sector to design HR strategies and policy interventions in their companies – either holistically leveraging the entire model or prioritizing the levers that have the maximum impact on engagement followed by other ones. These insights are another output of this study.

Insights from employee engagement strategies of three firms from other sectors: This research also studied the employee engagement policies of three leading firms in India from two different sectors – IndiGo airlines (Aviation sector) and HDFC and ICICI bank (Banking sector) - to share insights and best practices adopted by these companies that can be useful for Indian IT services companies.

Finally, this research has highlighted the need to use non-monetary intervention as an important HR strategy to enhance employee engagement.

6.6 Limitations of the study

The study is restricted to Indian IT services firms with data collected from employees in India. While the overall approach adopted – identification of variables from literature survey, exploratory research, building an instrument for data collection, checking the validity of the questionnaire, building a model and empirically testing the model to draw insights – can be replicated as a method, the findings of the research cannot be extrapolated to IT services companies in other countries. The context will be different in different countries while they may still work in the same industry called IT services. Therefore, lack of generalization on a global scale is one limitation of the study. Similarly, data for this study was collected from IT services sector and may not be generalizable for other services sectors in India like tourism or hospitality (although they also belong to the same geography, India).

The survey is a self-reported questionnaire that may suffer from personal biases. While care has been taken to ensure confidentiality (as the survey was collected online), anonymity of the respondents (everyone was given the choice not to disclose their identity) and thus have reduced danger of socially desirable response, it may still suffer from limitations of a cross-sectional study. To ensure causal effect, longitudinal experimental study, having both treatment and control groups, are needed to be absolutely sure of the cause and effect of employee engagement on business performance.

The non-monetary variables that are used to build the ‘GREAT’ model of employee engagement are relevant in today’s context. However, as newer variables emerge and become more relevant, they need to be incorporated in the model to make it useful for practitioners. Therefore it is possible, GREAT model may undergo a change and a totally new model of engagement may surface for Indian IT companies. It is important to know that engagement by itself is a new concept and advancement in research will unearth more possibilities than what is currently known.

Nevertheless, Indian IT services companies today have an empirically tested model of constituents of non-monetary intervention that is rooted in theory and built using robust statistical techniques, that matches both the rigor and relevance criteria, which can be leveraged to enhance employee engagement in this sector.

6.7 Future scope of the study

Employee engagement is relatively new concept that has generated interest among academia and industry with several research studies that are being published in leading academic journals. Therefore, research is being undertaken from several different approaches (Management, HR, organizational psychology, sociology and strategy) that add to the richness and plurality of perspectives which deepens our understanding of this exciting concept.

This study can be extended by incorporating new and emerging variables in the area of employee engagement and relevant models being built. Also, this study can be enhanced by adopting a multi-disciplinary approach, undertaking a longitudinal study with control and treatment conditions and leveraging best practices offered by other disciplines to enhance engagement. Subsequent research can also help quantify the factors in the logistic regression equation which would then give the odds-ratio score of enhancing employee engagement. Research can be extended to include IT product companies to validate the model and check if any new insights emerge. Future research can also look at building similar models for other service industries (Tourism, hospitality, travel) that too plays a vital role in India's GDP growth.

Incorporating newer variables that are emerging to build relevant engagement models: “The changing nature of work-force, increasing diversity and tenure of jobs has resulted in changing aspirations of employees as well. The building blocks adopted by companies to craft their employee engagement strategies will undergo a perceptible change in the future.” Currently, the variables that appear in the engagement literature have been used in the research study (work environment, autonomy, appreciation, feedback and brand among others). These variables will be replaced by newer variables as business and workforce evolve. For instance, detailed literature survey has yielded 13 variables that are currently not mainstream (Resonant connections, value congruence, socialization practices, micro-moments of positivity and fit among others as given in table 6.2) but can come into center stage in the future. “These are classified into 4 quadrants based on whether the variables are either ‘internal’ or ‘external’ to the employee and to the organization as shown in the figure 6.1 a & b (Mani & Mishra, 2021 b)”

Figure 6.1 a and b: The building blocks of employee engagement – Now and in the future

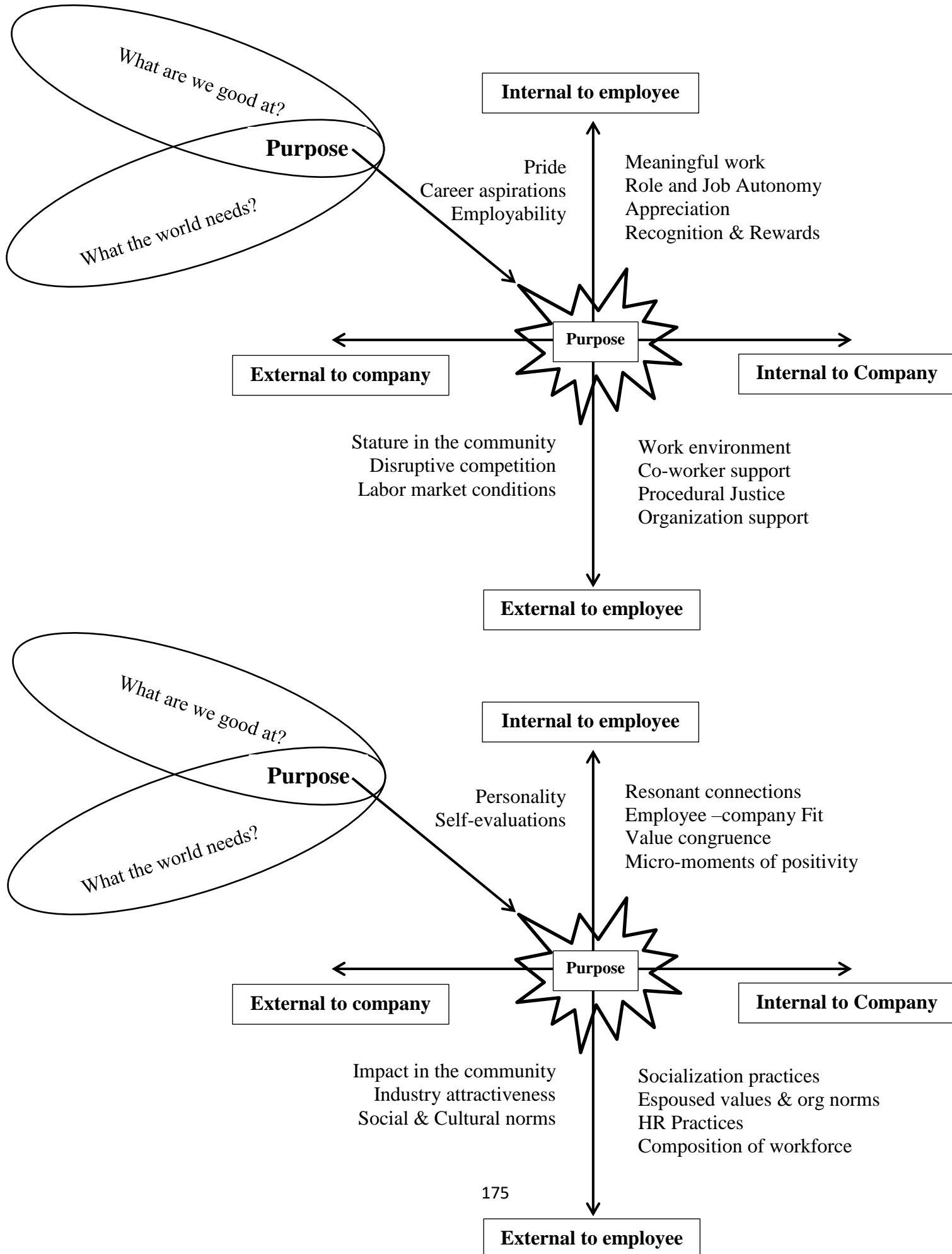


Table 6.2: List of emerging variables on work engagement

#	Variable	Operational definition
<i>Factors internal to employee and internal to the company</i>		
1	Resonant connections	“Meaningful, mutually rewarding connections at work that engages energizes a person”
2	Employee –company fit	“Fit between the nature of the employee and the job/company”
3	Value congruence	“Alignment of values between the employee and the company”
4	Micro-moments experiences of positive emotions	“Positive emotions such as awe, joy, gratitude, hope, pride and inspiration enhances experiences of positivity for employees”
<i>Factors external to employee and internal to the company</i>		
1	Socialization practices	“The integration of new hires into the business has an impact on their level of enthusiasm and loyalty, as socialization is the key mechanism for communicating the values of the corporation with new workers”
2	Espoused values & org norms	“These principles are clearly specified by the administration and adhered to by the employees. The values are associated with corporate success, social equity and work engagement”
3	HR Practices	“Procedural and distributive justice, aligned to employees aspirations”
4	Composition of workforce	“Workplace that celebrates diversity - gender, age, experience, educational qualifications, ethnicity, tenure, ability and thought”
<i>Factors external to employee and external to the company</i>		
1	Impact in the community	Employees are keen to know the impact of their organization on the community at large and the status of the firm as a responsible citizen
2	Industry attractiveness	The attractiveness of the industry (booming vs decelerating) impact engagement
3	Social & Cultural norms	“Attitude towards work, leisure, women in workforce, nature of employment will influence motivation”
<i>Factors internal to employee and external to the company</i>		
1	Personality	“Personality characteristics including openness, conscientiousness, extraversion, agreeableness and emotional stability influences engagement”
2	Core self-evaluation (CSE)	Includes self-awareness, self-esteem and self-efficacy that influences motivation and job performance

Multi-disciplinary approach to engagement: Future research in this area would be to adopt a multi-disciplinary approach to identify strategies to enhance employee engagement. One example is to leverage the concepts and capabilities offered by neuroscience to enhance motivation. “DOSE (Dopamine, Oxytocin, Serotonin and Endorphins) are called “angel chemicals” that play a vital role in increasing motivation and enthusiasm of people. DOSE can be synthesized in the body with suitable triggers in the environment (Mani & Mishra, 2021a).”

Dopamine (known to elevate mood, “enhances happiness and is associated with memory, learning, planning and productivity), Oxytocin (enhances bonding, trust and empathy), Serotonin (maintains emotional balance and enhances well-being) and Endorphins (boosts self-esteem and reduces anxiety) are all known to enhance productivity, improve collaboration, increase prosocial behavior, reduce stress and boost the overall well-being of the employees – all engagement constructs.”

The benefits offered by DOSE can be combined with elements in the workplace to make meaningful HR interventions to enhance engagement. For instance:

1. *Avenues for social bonding at work:* Companies should proactively provide workers with ways to connect at work. Projects that involve teamwork can be encouraged, incentives aligned to reward team goals which solve the need for social connect (produces oxytocin) and also building robust, high performance teams (that produces dopamine).
2. *Promote pro-social behavior:* Companies should involve employees in their volunteering initiatives (which generates endorphins and oxytocin) and these altruist behavior itself becomes a reward (that generates dopamine)

Similarly, HR can devise strategies for increasing outdoor activities; provide greater autonomy for job crafting, frequent rewards for job well done, promote wellness to enhance engagement – adopting a multi-disciplinary approach of leveraging from the concepts of neuroscience.

Finally, future research areas can build on the concept presented in this thesis to identify suitable variables and models of work engagement for other service sectors that too contribute to the growth of Indian economy.

6.8 Concluding Remarks

Indian economy has ambitious plans to reach \$ 5 Trillion by 2024 that will provide the impetus to support a growing population. Services that form almost 50% of the economy need to continue to grow to meet the ambitious growth target. Indian IT services sector constitute (~ 8%) an important component of this growth story. Indian IT companies have embarked on the journey of next generation of growth that includes new-age technologies like cyber security, big data & analytics, AI/ML, digital business and blockchain among others. Not only the traditional capability areas of systems integration, package implementation and application development are undergoing a change but also traditional business models of professional services, time and material (T&M) and fixed bid contracts are morphing into managed services and outcome based contracts that will have risk and reward mechanisms built into it. Global technology services outsourcing budget is over \$ 1 trillion with significant proportion allocated to the new age technologies. As IT services companies pivot their business models to create and capture value, they need to address the reskilling and motivational challenges of their workforce. The most critical assets of IT services companies are their employees and engaged employees will be sine qua non for the growth of the sector. However, global HR consultancy companies report modest engagement levels across several industries in India. Therefore, it is important for the Indian IT companies to focus on strategies that enhance engagement levels of their employees. Hitherto, these companies leveraged monetary and non-monetary levers to enhance motivation of their workforce. Given tough business situation, the use of monetary levers has reduced significantly, that needs to be compensated by increased use of non-monetary levers. But there is no empirically tested model of non-monetary incentives tailored to Indian IT services context that is available currently. This study bridges that gap by identifying 20 non-monetary variables that enhances engagement, collected data using an instrument, conducted factor analysis to reduce these variables into five factors (GREAT model) which were then fed into a logistic regression to identify the relative impact of these factors on engagement. All the 5 factors of GREAT model enhanced employee engagement with three of them (Enabling, growth and renewal levers) making significant contribution. Indian IT services have now a validated model (GREAT) to build their employee engagement strategies.

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APPENDICES

APPENDIX 1: Questionnaire

Thank you for taking time to fill this questionnaire. The survey would help identify the non-monetary interventions that make an impact to enhance employee engagement in Indian IT services companies. Hence, request you to answer all questions. The data captured for the study will be used anonymously and at an aggregate level. This survey is meant to capture data from people who are in the technical role in Indian IT services firms (like Programming, Tech Lead and Project lead). People who are part of other functions like Marketing, Sales, Finance and Operations can ignore the rest of the survey. Thank you.

Background Information

1. Name (Optional)
2. Official Email ID (Optional)
3. Job role (Optional)
4. What's your total years of experience in IT services firms
 - a. < 10 years
 - b. from 10- 15 years
 - c. > 15 years
5. What's the size of the team you manage
 - a. No team
 - b. < or = 25 people
 - c. > 25 people

For the following questions, please mark your answers based on the scale below

1. It is important for me that I work for a well-respected brand to feel engaged with the company
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
2. The role that I do should be meaningful and purposeful for me to feel motivated
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
3. The culture of the firm is important for me to feel connected with the company
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree

4. The quality of the work environment matters a lot for me to stay motivated with the firm
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
5. Autonomy to perform the role is critical for me to spend discretionary efforts at work
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
6. To keep me engaged, the job should provide adequate work-life balance for me to pursue other activities of interest
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
7. Presence of esteemed leadership (that is well recognized) in the firm is important for me to stay motivated in my role
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
8. Good quality relations with my co-workers is key for me to stay motivated on the job
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
9. The company has to provide accelerated career growth for performers to keep me engaged
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
10. Appreciation and recognition for job well done matters to me to give my best for the firm
Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree /Strongly Agree
11. Fully-funded training programs aligned with my aspirations is key to motivate me

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

12. Prompt feedback for the job done by me would be helpful to excite me to give my best

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

13. Good relations with my supervisor is critical for me to stay engaged in the role

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

14. To me, generous sabbatical policy to allow me to pursue interest of my choice outside of my work, is absolutely important for motivation

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

15. Availability of a coach inside the company who can mentor me is important me for me to stay engaged with the firm

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

16. It is important for me that the company follows a well-laid out transparent process (Procedural justice) to reward performance, which must be commensurate with my contribution (distributive justice) to the organization for me to stay engaged in the job

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

17. For me to stay engaged with my work, the company needs to have generous vacation polices

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

18. It matters to me, the company stands for something larger than making profits - supporting social causes in communities it operate

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

19. Flexible work arrangement is key for me to give my best in the role

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

20. The company should support by allowing me to pursue social causes that are dear to me (ISR) to keep me engaged in the job

*Strongly Disagree /Disagree /Somewhat Disagree /Neutral /Somewhat Agree /Agree
/Strongly Agree*

21. Non-monetary levers, as above, would enhance engagement at work (Y or N)

**APPENDIX 2: Summary of Journal articles, book chapters,
conference proceedings and copyrights**

Journal articles Publications/Acceptance

S No	Title	Brief Description	Expected outcome	Status
1	Paper Title: Are your employees getting their daily dose of DOSE? – A neuroscience perspective to enhance employee engagement.	Offered a neuroscience perspective to enhance employee engagement	Paper Publication SCOPUS, ABDC - C	Paper Published <i>Emerald Publisher</i>
2	Paper Title: Non-monetary levers to enhance employee engagement in organizations – “GREAT” model of motivation during the Covid-19 crisis	Identified 20 non-monetary variables and developed a conceptual model	Paper publication	Paper Published <i>Emerald Publisher</i>
3	Paper Title: Characteristics & ingredients of an agile work force – a strategy framework	Concept linking employee engagement and agile workforce and proposing a model for agile workforce	Paper publication	Paper Published <i>Emerald Publisher</i>
4	Paper Title: Employee engagement - Sine qua non for organizations growth	Point of view on how employee engagement is critical for Organizations growth	Paper publication	Paper Published <i>Emerald Publisher</i>

5	Paper Title: Art of storytelling to deepen the employer-employee bonds for enhancing engagement in companies	Power of stories to enhance motivation and stories and proposing narrative archetypes	Paper Publication UGC-CARE	Paper Published <i>International Journal of Research and Analytical Reviews</i>
6	Paper Title: Employee Engagement constructs: ‘CARE’ model of engagement - Need to look beyond the obvious	Point of view of what could be the variables that can become important in the future for employee engagement	Paper Publication SCOPUS, ABDC - B	Paper Published <i>Emerald Publisher</i>
7	Paper Title: Self-Determination Theory: Basic Psychological Needs Motivation, Development, and Wellness	Book review of SDT – one of the most well-known theories of motivation	Paper Publication	Paper Published <i>Emerald Publisher</i>

Book Chapter Publications/Acceptance

S No	Title	Brief Description	Expected outcome	Status
1	Chapter title: Insights from southwest airlines and Federal Express (FedEx) success over the years – Strategies for the services sector.	Book titled: New Paradigms in business management practice Volume-1 ISBN: 979-8-576-29351-3	Book Chapter	Published

2	Chapter title: Training as a non-monetary HR incentive to enhance employee engagement-Perspective from Indian software sector.	Book titled: New Paradigms in business management practice Volume-2 ISBN: 979-8-576-82665-0	Book Chapter	Published
3	Chapter title: HRNxt –HR interventions to enhance employee engagement for building an agile workforce to drive business growth in changing business paradigms	Book titled: Emerging trends in business and economics ISBN: 978-93-5274-632-3	Book Chapter	Published
4	Chapter title: Evolution of B2B Marketing from the perspective of Indian IT sector – challenges and opportunities in the current VUCA world	Book titled: Perspectives in accounting and finance ISBN: 978-93-5274-637-8	Book Chapter	Published
5	Chapter title: Insights into the factors that influence consumer engagement – the pivotal role of marketing	Book titled: Consumer engagement and marketing ISBN: 978-93-5274-630-9	Book Chapter	Published
6	Chapter title: Resilience – the best antidote during a crisis to enhance employee engagement. ‘Recovery archetypes’ framework	Book titled: LPU to provide title and ISBN number	Book Chapter	Accepted for publication

7	Chapter title: Job rotation as a strategic non-monetary lever to enhance employee engagement in Indian software companies	Book titled: New horizons in Commerce and Management : Vol-3 ISBN: 979-8530888243	Book Chapter	Published
8	Chapter title: Marketing in the new normal – Changing nature of marketing in a hyper-connected world	Book titled: Marketing in 2021 ISBN: 978-81-946245-1-6	Book Chapter	Published
9	Chapter title: HRM as a source of enduring competitive advantage in the post pandemic world- a perspective from Indian software sector	Book titled: Perspectives on Business Management – Vol 2 ISBN: 978-93-90996-03-2	Book Chapter	Published
10	Chapter title: Digital HR strategies to enhance employee engagement in the new normal- a perspective from Indian software sector	Book titled: Emerging trends in the digital era ISBN: 978-81-949577-8-2	Book Chapter	Published

Conference Presentations/Publications

S No	Title	Brief Description	Expected outcome	Status
1	Doctoral colloquium: IIM Kozhikode	Paper: ‘GREAT’ model of non-monetary levers to	PhD Thesis <i>Conference</i>	Presented

	Doctoral symposium 2020	enhance employee engagement in Indian software services industry		
2	Tech Symposium 2020: UPES, Dehradun	Paper: Reimagining Indian IT sector to achieve \$ 5 Trillion aspiration for India by 2025	Paper Presentation <i>Conference</i>	Presented Best paper award
3	International Conference: <i>Global Business Environment</i> IMI-EGADE Business school	Paper: Creating meaningful and purposeful work culture to enhance employee engagement – the influence of personality traits	Paper Presentation <i>Conference</i>	Presented
4	International Conference: <i>Global Business Environment</i> IMI-EGADE Business school Palgrave- Macmillan Publication	Paper: How to leverage marketing to build sustainable competitive advantage – Insights from leading companies	Paper Presentation <i>Conference</i>	Presented Scopus Indexed
5	International conference: Business Agility in volatile time. Management conclave 2019. LPU and Curtin University	Paper: Strategies to Motivate Multi-Generational Workforce in Indian Software Companies	Paper presentation <i>Conference</i>	Presented
6	International conference: RBDS, 2020 LPU, Punjab	Reimagining HR Strategies for the VUCA world – Perspectives from the Indian IT sector	Paper presentation <i>Conference</i>	Presented

7	International conference: Business Research and Innovation, 2020 MDI, Murshidabad	Paper: Non- monetary levers to enhance employee engagement in Indian software services industry	Paper presentation <i>Conference</i>	Presented
8	Doctoral colloquium: IIT Kharagpur Doctoral symposium 2021	Paper: ‘GREAT’ model of non- monetary levers to enhance employee engagement in Indian software services industry	PhD Thesis <i>Conference</i>	Presented
9	Doctoral colloquium: Symbiosis B-School Doctoral symposium 2021	Paper: Non- monetary levers to enhance employee engagement in Indian IT services sector	PhD Thesis <i>Conference</i>	Presented
10	International conference: SICBM -2021 Symbiosis B-School	Paper: Employee Engagement Constructs in Services Sector: ‘SERVE’ model of engagement ISBN: 978-93- 91260-11-8	Paper presentation <i>Conference</i>	Presented
11	International conference: ICDBE-2021 IMS Ghaziabad University	Paper: Challenges and Opportunities in “The New Normal” – perspectives for the Indian IT services sector ISBN: 978-93- 54353-86-4	Paper presentation <i>Conference</i>	Presented

12	International conference GLRC 2021- 6th Global Leadership Research Conference Amity Business School, Noida	Paper: Innovative HR practices in an evolving world – Perspective from Indian IT services sector	Paper presentation <i>Conference</i>	Presented
13	National Academy of Psychology (NAOP) 2021 30 th Convention IIT, Kanpur	Paper: Non-Monetary levers to enhance employee engagement in Indian software services industry - GREAT model of engagement	Paper presentation <i>Conference</i>	Presented

Copyrights applied/awarded

S No	Title	Brief Description	Expected outcome	Status
1	‘GROW’ model of employee development – A holistic approach	“GROW” model - Group related, Resource related, Organization related and Work related - interventions can aid employees growth	Copyright	Awarded
2	‘CoPE’ model for Restorative work recovery – A strategy framework	CoPE model (Cognitive, Physical and Emotional) of restorative work recovery strategies	Copyright	Awarded
3	‘AWE’ model to build pride in organizations – A conceptual framework	“AWE” model - Aspirational elements, Workplace elements and Environmental elements- to build pride	Copyright	Awarded

4	‘FAIR’ model for establishing Organizational Justice climate– A conceptual framework	“FAIR” model - Fidelity, Altruism, Integrity and Redressal elements - to build a transparent and equitable workplace	Copyright	Awarded
5	‘SAFE’ model of enabling employees at work to enhance engagement – A holistic approach	“SAFE” model - Social, Ambience, Flexible and Empower elements – for enablement	Copyright	Awarded
6	‘MATES’ model for strategic partnerships – Alliance framework for IT companies	“MATES” model - Marketing, Acquisition of clients, Training & certifications, Executive sponsor and Solution building – for partnership	Copyright	Applied
7	‘HYPER’ model of Workaholism and a Self-assessment tool to identify one –A conceptual framework	“HYPER” model – Health, IdentitY, Psychological, Exclusion and Relationship – for workaholism	Copyright	Applied
8	Creating meaningful and purposeful work culture to enhance employee engagement – the influence of personality traits	Aligning role to personality traits will help create meaning and build engagement levels of employees	Copyright	Awarded
9	‘CRAFT’ model of skill building – A strategy framework	“CRAFT” model - Connect the dots, Recombinant skills, Agile skills, Foster experimentation skills and Trends spotting skills	Copyright	Applied

10	‘DROP’ model of mentoring – A modular framework	“DROP” model Developmental needs, Reflective ability, Opportunities and Psychological needs of mentoring	Copyright	Applied
11	‘ADIEU’ model of employee off-boarding – A conceptual framework	“ADIEU” model Appreciation, Dignity, Insights, Exit process and Unobtrusive experience – for off boarding	Copyright	Applied
12	‘DEPART’ model to predict employee’s intention to quit - Assessment and Strategy framework	“DEPART” model - Demeanour, Extra-role behaviour, Productivity, Attitude, Revealing clues and Team involvement – turnover intentions	Copyright	Applied
13	Survey instrument for building employee engagement models for any industry sector – An example from Indian IT services sector	Provide a validated instrument, the conceptual underpinning of which can be used to build a robust employee engagement model	Copyright	Awarded
14	‘INDUCT’ model of support for women re-joining workforce – A conceptual framework	“INDUCT” model Initiation, Navigation support, Developmental goals, Understanding, Choice and Training – to rehire women	Copyright	Applied
15	‘SEAT’ model of Academic – Industry collaboration: A conceptual approach	“SEAT” model - Student Development, Executive education, Academic contribution and Thought leadership creation	Copyright	Applied

16	‘RENEW’ model to recover from career stagnation – A strategy framework	“RENEW” model – Reflection, Emerging trends, New skills audit, Execution plan and Work progress – to reinvent oneself	Copyright	Applied
17	‘FIRM’ model on impact of bullying at workplace and strategies to deal with it – A holistic framework	“FIRM” model - Financial costs, Indirect/Implicit costs, Reputation costs and Milieu – impact of bullying	Copyright	Applied
18	‘Value creation model’ for building sustainable competitive advantage for Indian IT services companies	Proposes a new value creation model for IT companies that can be leveraged	Copyright	Awarded
19	Resilience – the best antidote during a crisis to enhance employee engagement ‘Recovery archetypes’ framework	Proposed a new model of recovery (nine archetypes) after a crisis that can be leveraged by the organizations to build resilience in its employees	Copyright	Awarded

APPENDIX 3: Journal Articles

Journal Article 1 - “CARE” model of engagement

Article Title: Employee engagement constructs: “CARE” model of engagement – need to look beyond the obvious

Journal name: Leadership & Organization Development Journal

Publisher: Emerald

DOI Number: <https://doi.org/10.1108/LODJ-08-2020-0358>

Abstract

Purpose

To identify new variables that form the core building blocks of employee engagement model which can be leveraged by HR practitioners to develop HR strategies to drive employee engagement initiatives in their companies.

Design/methodology/approach

The authors have undertaken extensive literature review to identify the variables that enhances engagement. These variables are yet to be leveraged fully in engagement models that have been developed but have the potential to impact the motivation levels of the employees. Exploratory survey to validate the relevance of these variables was conducted and subsequently these variables were grouped into a “CARE” framework that can be leveraged by HR practitioners

Findings

The changing nature of work-force, increasing diversity and tenure of jobs has resulted in changing aspirations of employees as well. The building blocks hitherto adopted by companies to craft their employee engagement strategies have to undergo a perceptible change as well. This paper offers an alternative perspective of re-looking the engagement levers currently adopted by firms (work environment, autonomy, appreciation, organization support etc.) and proposes 15 new building blocks (Resonant connections, value congruence, socialization practices, micro-moments of connections, fit among others) which are logically grouped under CARE model (Context, Altruistic, Resonance and Enable) over which employee engagement strategies can be built by companies.

Journal Article 2 - DOSE

Article Title: Are your employees getting their daily dose of DOSE? – A neuroscience perspective to enhance employee engagement

Journal name: Development and Learning in Organizations

Publisher: Emerald

DOI Number: <https://doi.org/10.1108/DLO-08-2020-0179>

Abstract

Purpose

To provide an alternative, neuroscience perspective to enhance employee engagement

Design/methodology/approach

The authors have undertaken extensive literature review to identify the key neurotransmitters that enhances employee motivation. The paper list four neurochemicals - **DOSE** (Dopamine, Oxytocin, Serotonin and Endorphins) are called “angel chemicals” that enhance the overall well-being of people. The characteristics of these neurochemicals and their impact on employee engagement are discussed briefly in the paper.

Findings

Dopamine (Mood elevator that enhances happiness and is associated with memory, learning, planning and productivity), Oxytocin (that enhances bonding, trust and empathy), Serotonin (that helps maintain emotional balance and enhances well-being) and Endorphins (boosts self-esteem and reduces anxiety) are all known to enhance productivity, improve collaboration, increase prosocial behavior, reduce stress and boost the overall well-being of the employees. These concepts are both the necessary goldilocks conditions and celebrated output of having highly engaged workforce. Many of the triggers for synthesizing DOSE in the body needs small modifications in the office environment and cost-effective interventions as shared in the paper. Companies have spent several hundred billion dollars on employee engagement initiatives with limited success. HR leaders now have an alternative, neuroscience perspective to consider as part of their overall employee engagement strategy

Journal Article 3 - “GREAT” model of motivation

Article Title: Non-monetary levers to enhance employee engagement in organizations – “GREAT” model of motivation during the Covid-19 crisis

Journal name: Strategic HR Review

Publisher: Emerald

DOI Number: <https://doi.org/10.1108/SHR-04-2020-0028>

Abstract

Purpose

To identify non-monetary variables that can be leveraged by HR practitioners to enhance employee motivation and engagement in their companies. Covid-19 has plunged the corporate world into a severe crisis. Companies are struggling to conserve cash. HR managers who had used monetary levers like salaries to motivate their staff have to now use non-monetary levers like appreciation and career growth to keep the morale high.

Design/methodology/approach

The authors have undertaken extensive literature review to identify the non-monetary variables that enhances employee motivation. Exploratory survey to validate the relevance of these variables was conducted. Operational definition of the variables is provided apart from logically grouping them into a framework that can be leveraged by HR practitioners

Findings

The 20 variables were grouped into a framework of 5 levers called ‘GREAT’ that expands to growth, renewal, enabling, aspirational and transparency levers. All these levers on their own and used in conjunction with other levers have shown to increase employee morale and motivation. The GREAT framework gives an additional lens for HR practitioners to evaluate their employee engagement programs using non-monetary variables

Journal Article 4 – Agile workforce

Article Title: Characteristics and ingredients of an agile work force – a strategy framework

Journal name: Strategic HR Review

Publisher: Emerald

DOI Number: <https://doi.org/10.1108/SHR-02-2020-0013>

Abstract

Purpose

To provide a view point on the characteristics and ingredients of what constitutes an agile team using the lens of progress made towards goals (with three sub-categories) and execution/a bias for action (with three sub-categories). Also, highlight the similarity of constructs between two different yet related concepts of employee engagement and agile workforce and how they can be a force multiplier

Design/methodology/approach

Undertaken literature review of key papers in the areas of building agile teams, its benefits and success stories largely popularized by the technology companies in the software development lifecycle and core constructs of employee engagement. The authors then build a framework of what constitutes an agile team, while briefing explaining the nine archetypes that emerge from the 3x3 matrix.

Findings

Employee engagement and agile teams, although different yet related concepts, have similar underlying constructs. Companies can take advantage of the symbiotic and mutually reinforcing relationship between these two constructs to ‘futureproof’ their business in these turbulent times. Adopting an agile mind-set to team development – experimentation, incremental, iterative progress, nimble, flexible to pivot– has proven to be successful for many iconic companies. A 3x3 matrix plotted against progress towards goals and a bias for action (with three sub-categories each) has given nine team archetypes, with agile team occupying the aspirational, north-east corner of the matrix.

Journal Article 5 – Engagement for organization growth

Article Title: Employee engagement - Sine qua non for organizations growth

Journal name: Strategic HR Review

Publisher: Emerald

DOI Number: <https://doi.org/10.1108/SHR-08-2019-165>

Abstract

Purpose

To provide a view point on employee engagement concept, its importance and its centrality to business, summarize the findings of one seminal paper in this area and offer suggestions to HR practitioners on how to enhance employee engagement quotient in their organizations.

Design/methodology/approach

Review of one of the most important, seminal paper available in this arena, tie it with the actual survey results obtained in the field, through exhaustive research conducted by leading HR consultancy firm and offer suggestions to HR practitioners on possible strategic interventions to increase employee engagement in their companies

Findings

For the first time in decades, there are four generation (baby boomers, Gen X, Millennials, Gen Z) of employees in the workforce. They have different characteristics, expectations, aspirations, values and beliefs. Also, the workforce is getting more diverse in terms of gender, age, educational qualification, work experience, ability and culture. HR strategies to motivate and retain this workforce also need to adapt to changing circumstances. The HR strategies need to align to the aspirations of the workforce, need to be kept current by being revisited and revised annually based on continuous feedback received. Also, HR strategy of one size fits all need to give away to a bouquet of strategies relevant to these cohorts.

Journal Article 6 – Self-determination theory

Article Title: Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness

Journal name: Rajagiri Management Journal

Publisher: Emerald

DOI Number: <https://doi.org/10.1108/RAMJ-04-2021-071>

Abstract

Purpose

To review the book ‘Self-Determination Theory: Basic Psychological Needs in Motivation, Development, and Wellness’ authored by Deci and Ryan. Self-determination theory is one of the contemporary theories of motivation and provides new insights into enhancing employee motivation at work.

Design/methodology/approach

The approach was a detailed review of SDT to understand its conceptual underpinning, summarize the main components of the theory, undertake review of literature on how SDT have been leveraged by diverse sectors including educational, sports, healthcare and corporates around the world, draw insights from the best practices from these sectors to recommend a set of strategies for HR practitioners.

Findings

SDT proposes that if the basic psychological needs of autonomy, competence and relatedness are satisfied, an individual will thrive and prosper. Volitional behaviour (both intrinsic motivation and internalization) increases significantly. In the autonomy continuum starting from Amotivation to extrinsic motivation (four types including external regulation, introjection, identification and integration) to intrinsic motivation, intrinsic motivation is the most stable and long lasting one. HR strategies that need to be adopted to meet the basic psychological needs of employees to enhance their motivation levels which subsequently lead to higher employee engagement and increased productivity are discussed.

Journal Article 7 - Art of storytelling to deepen the bond in organization

Article Title: Art of storytelling to deepen the employer-employee bonds for enhancing engagement in companies

Journal name: International Journal of Research and Analytical Reviews

Publisher: IJRAR

DOI Number: E-ISSN 2348-1269, P- ISSN 2349-5138

Abstract

Time immemorial, human civilization has progressed by sharing stories that gets passed on from one generation to another. Stories have powerful impact to catch the imagination of people, empower, inspire, build pride, unite communities and even heal them due to the therapeutic value the story possesses. Stories are remembered for a long time and can be used to build stronger bonds between people. Positive and compelling stories have shown to enhance empathy, kindness and aid better cooperation among employees in companies. Organizations are increasingly appreciating the value of powerful narratives to enhance employee engagement in their firms. Storytelling can be adopted by organizations, across various functions, to deepen the employer-employee bond to make it more fulfilling, enriching and meaningful for all stakeholders. This paper discusses the core components of good story-telling, by evaluating concepts offered by Christopher Booker (seven basic plots – slaying the monster, rags to riches, the quest, voyage and return, comedy, tragedy and rebirth) and by Gustav Freytag (exposition, inciting incident, rising action, climax, falling action, resolution, and denouement), builds a narrative archetypes framework and logically groups these nine narrative archetypes into three categories of *inspirational stories* (that involves ‘overcoming adversity’ themes), *aspirational stories* (that involve ‘success as underdogs’ themes) and *transformational stories* (that involves ‘reinvention’ themes). Examples of three riveting stories at the individual, team and organizational levels are given to buttress the point of the impact of storytelling. Some of the key benefits of storytelling and the insights to HR managers of companies on the importance of storytelling are discussed.

APPENDIX 4: Book Chapters

Book Chapter 1 - Emerging trends in business and economics

Book Title: Emerging trends in business and economics

Chapter Title: HRNxt –HR interventions to enhance employee engagement for building an agile workforce to drive business growth in changing business paradigms

ISBN Number: 978-93-5274-632-3

Abstract

Business environment, globally, is in a state of flux, which demands the very best from companies to stay on top of their industry. Almost 50% of the companies that appeared in the Fortune 500 companies list, a few decades ago, don't exist anymore in the list of top companies. One of the most important and enduring source of differentiation for any company is their human capital. However, several surveys by global HR firms reveal that employee engagement across industries, countries and sectors are dropping. Human resource that is not engaged can destroy value of the company. On the other hand, business agility and highly engaged employees can become a force multiplier, reinforcing each other, leading to increase in productivity and good quality output. This paper highlights the changing business landscape that is posing a challenge to companies, identifies the common constructs of agile and employee engagement concepts, elucidates the expectation and interests of different cohorts in an organization, introduces the ingredients of an agile workforce and recommends the next generation HR interventions to encourage an agile mind-set and build long-term employee engagement in companies.

Book Chapter 2 - Consumer engagement and marketing

Book Title: Consumer engagement and marketing

Chapter Title: Insights into the factors that influence consumer engagement – the pivotal role of marketing

ISBN Number: 978-93-5274-630-9

Abstract

Consumer engagement is a topic that has got the attention of academics and practitioners alike in the recent years. While there are many cuts to consumer engagement, in literature, there is no uniform agreement on what constitutes it. In the business world, customer experience (the third E of value creation, the first two being efficiency and effectiveness) has become central to build differentiation which has brought the focus to customer engagement, as a concept, for companies. However customer engagement is influenced by many factors and it is not a uniform phenomenon for all companies across all products. This paper highlights the various factors that impacts customer engagement including the current stage in the product lifecycle, in the diffusion of innovation process, on the persona and characteristics of customers, on the position in the BCG matrix, in its place in ‘O’ continuum and its position in the C-D matrix. Companies can appreciate that each of these factors will decide the unique nature of customer engagement and tailor strategies accordingly to suit their needs and needs of their customers – instead of adopting an ‘one-size-fits all’ approach.

Book Chapter 3 - New Paradigms in business management practice

Book Title: New Paradigms in business management practice Volume-1

Chapter Title: Insights from southwest airlines and Federal Express (FedEx) success over the years – Strategies for the services sector.

ISBN Number: 979-8-576-29351-3

Abstract

Southwest airlines (in the aviation services sector) and FedEx (in the third party logistic services sector) are category leading companies in their industries with an enviable track record, of close to 50 years, of stellar business success. These companies started small in the early 1970s and scaled it big using some core strategies that have helped them in their journey. Services sector is the backbone of an economy as it not only contributes to the economy but also provides employment opportunities to the people. A flourishing services sector uplifts the entire economy as increase in disposal income funds consumption driven allied sectors. While services sector companies are relative asset-light and easier to incorporate, the mortality rate of over 70% means several well-meaning companies have failed to create and capture customer value. Moreover, the pandemic situation all over the world has impacted the services sector the most (fewer people travel, eat out, stay in hotels, shop in malls) which may see several hundred companies filing for bankruptcy. While the pandemic situation may be unique, several uncertain and volatile business environment existed earlier- oil embargo, 9/11 terror attacks, recession of 2008 – and both Southwest and FedEx had managed those situations well. Therefore, understanding the core strategies adopted by these two firms to build their business over the years will be useful insights for companies in the services sector. While some of the strategies are unique to each of these firms, some strategies like culture, customer experience, business model, achieving scale among others are common strategies. This chapter captures the success mantras of Southwest and FedEx that could be leveraged by companies in the services sector as they rebuild their companies from the worst form of disruption this sector and the world has ever seen.

Book Chapter 4 - New Paradigms in business management practice

Book Title: New Paradigms in business management practice Volume-2

Chapter Title: Training as a non-monetary HR incentive to enhance employee engagement-Perspective from Indian software sector

ISBN Number: 979-8-576-82665-0

Abstract

Indian software sector has registered impressive growth over the past decades and has been synonymous with India's growth story. Indian software companies have used monetary and non-monetary incentives to motivate its four million associates employed in this sector. However, changing business dynamics, and increasingly uncertain macro environment have left little leeway to exploit monetary levers, leaving these companies to focus on non-monetary levers. Training programs are important non-monetary lever that can enhance motivation of the employees. However, company leaders have opined that training for most part does not deliver business value. This is a phenomenon that is not restricted to Indian software sector but is prevalent across Industries. One possible reason could be divergent objectives of training held by the employees and the company. As part of the study, literature survey of reports on Indian software sector, discussion with learning officers in some of these companies were undertaken to understand the various types of training conducted by them. The authors to come up with training archetypes framework to explain the dichotomy of more training leading to lower business impact. There are nine different training archetypes (Statutory, obligatory, mandatory, preparatory, contributory, precursory, incubatory, exploratory and perfunctory) depending on how the training features in organizational needs (low, medium and high) and aspirations of individual (low, medium and high). Trainings that are aligned to both organizations and employees need tend to produce superior returns on investment rather than others. Companies would do well to audit their current training interventions and bucket them into these nine archetypes to leverage the best out of the spend.

Book Chapter 5 - Perspectives in accounting and finance

Book Title: Perspectives in accounting and finance

Chapter Title: Evolution of B2B Marketing from the perspective of Indian IT sector – challenges and opportunities in the current VUCA world

ISBN Number: 978-93-5274-637-8

Abstract

Indian IT sector has been synonymous with India's growth story over the years. There are several reasons why India was uniquely positioned to capture the outsourcing wave, which are highlighted in the paper. Marketing function in Indian IT companies was considered a support function during the initial decades when it was suppliers market – order books running full, business witnessing exponential growth and the focus were on delivering these projects. However, during the past few years several changes in the clients' business environment, emergence of new IT competition from other countries, advent of new buying centres (especially the CMOs office in client organizations) apart from the traditional tech/IT groups and need to narrate a story that is compelling, cogent and comprehensive among others have brought the spotlight back to marketing. This paper elucidates the challenges faced by Indian IT sector and evolution of marketing as a peripheral support function to the core strategic function in these companies. Also, the emergence of multitude of technologies to support marketing and the need for marketers to wear multiple hats – that of a storyteller, technologist, data analyst, experience designer, holistic systems thinker etc – has made marketing role the most exciting one, during these interesting times.

Book Chapter 6 - Digital HR strategies

Book Title: Emerging trends in the Digital Era

Chapter Title: Digital HR strategies to enhance employee engagement in the new normal-A perspective from Indian software sector

ISBN Number: 978-81-949577-8-2

Abstract

Indian IT sector witnessed rapid growth during the first three decades, since inception, due to its ability to build scale using its technical resources needed by global clients to manage their technology infrastructure. This sector has become synonymous with India growth story and has become an employer of choice to over 4 million people who are employed in this sector and for the millions that graduate from Indian universities every year. Last fiscal, FY20, Indian IT sector had combined revenue of over \$190 billion which brought in the much needed foreign exchange for the country. Also, this sector built the much needed technical skills that aided social sectors (AADHAR, digital banking, healthcare, education and infrastructure) to leverage technology to deliver superior experience to the citizens apart from bringing in much needed transparency in governance.

However, changing business dynamics, increasingly volatile macro environment aggravated by the pandemic, changing nature of customer demands, changes in buying centres among others have created long periods of uncertainty in the Indian IT workforce. This is the apt time for HR to take lead in building the morale of the teams to address lower motivation and engagement levels of employees, leveraging digital platforms. However, some of the HR strategies that worked in the past may not be as effective in these changed circumstances. This paper looks at some of the strategies that HR can adopt – leveraging non-monetary levers, offering flexibility to choose policies that suits the lifecycle needs of employees, building pride, leveraging powerful organizational stories of grit and endurance during face of difficulties - to build resilience and engagement among its workforce.

Book Chapter 7 - Resilience

Book Title:

Chapter Title: Resilience – the best antidote during a crisis to enhance employee engagement

ISBN Number:

Abstract

Covid-19 has turned out to be an unprecedented humanitarian crisis that has caught everyone by surprise. It has become a black swan event, leaving behind a trail of destruction of unfathomable magnitude with no tail of the problem in sight. Pundits expect the crisis to last at least till September of this year and another two years of painstaking rebuilding process to return to normalcy. Uncertain business environment and stalling of growth prospects have resulted in job losses across several industry sectors including travel, hospitality, aviation, manufacturing, retail and Hi-tech. Soon, the cascading effects of recession will affect other industry sectors like insurance, financial services, life sciences etc. HR managers have huge responsibility to keep the morale of their employees high during these difficult times. While there are several strategies that can be adopted to motivate the workforce, the most promising one would be to build resilience of employees, which will enhance their ability to cope with the crisis. In this chapter, the key research available in academic literature on resilience is discussed apart from proposing a new model of recovery (nine archetypes) after a crisis that can be leveraged by the corporate world to build resilience in its employees.

Book Chapter 8 – Job rotation

Book Title: New horizons in Commerce and Management: Vol-3

Chapter Title: Job rotation as a strategic non-monetary lever to enhance employee engagement in Indian software companies

ISBN Number: 979-85-308-8824-3

Abstract

Indian IT sector has played an important role in India's growth story for the past three decades and has to continue to contribute if the Indian economy has to realize its \$ 5 Trillion (by 2025) aspiration. The IT sector which has evolved into employer of choice to the millions who graduate from Indian universities have used monetary and non-monetary levers to motivate its workforce. However, recent challenges in the business environment have strained the profitability and growth rates of many IT companies. Consequently, this has created a negative and cascading effect on the funds available for motivational interventions (reduced kitty for salary increments and bonuses). Therefore, companies have to increasingly rely on non-monetary levers (autonomy, good working environment, flexible schedules and accelerate career path) for enhancing the motivation and engagement levels of their workforce, which is critical due the most difficult business times the companies are facing. Non-monetary levers are shown in research to aid work engagement significantly. One such non-monetary lever is job-rotation. Job rotation when done in an unsystematic manner have shown to have no impact on work engagement. Job rotation has to satisfy three overlapping areas of **Relevance** (for the company and the employees), **Skill** (of the employee to perform the new role) and **Will** (must be read as willingness of the employee to take up the new role) to be successful in increasing productivity and motivation. This chapter details the '*Relevance-skill-will*' model of job rotation that IT companies can adopt to motivate their employees.

Book Chapter 9 – Marketing in the new normal

Book Title: Marketing in 2021

Chapter Title: Marketing in the new normal – Changing nature of marketing in a hyper-connected world

ISBN Number: 978-81-946245-1-6

Abstract

The new normal in today's world includes rapidly changing nature of customer demands, faster paced introduction and obsolescence of products, global competition from non-traditional players, long tail of niche products, shorter product life cycle, need for instant gratification and fickle customer loyalty among others. The global market place is fluid that is aggravated by the pandemic that has disrupted the world – which opens up opportunities for new products and services apart from finding adjacencies in the product portfolios – which demands newer ways of marketing to reach potential consumers. Marketing that worked in a relatively stable world may no longer be sufficient to succeed in the new normal. Moreover, digital technology 'changed marketing from vertical, exclusive and individual to horizontal, inclusive and social'.

Rise of consumer evangelist, demand for uniform and superior customer experience, rise of communities and breaking down of segments and increased use of technology in marketing among others are some of the evolving trends in the market place. Therefore, marketing has to re-invent itself to address the challenges caused by the new normal to stay relevant for the business. This chapter identifies some of the strategies – marketers getting comfortable in the use of technology, understanding concepts like influencers mix and O-continuum, sharpen their narrative skills to tell a compelling story, focusing on consumer engagement and embracing agile best practices among others – that marketers need to adopt to identify latent consumer needs, tailor communication strategies and enable sales process to create competitive differentiation in the market place. Getting the marketing strategy right probably would be the most potent weapon in the market place in the post pandemic world.

Book Chapter 10 – HRM as a source of enduring competitive advantage

Book Title: Perspectives on Business Management – Vol 2

Chapter Title: HRM as a source of enduring competitive advantage in the post pandemic world- a perspective from Indian software sector

ISBN Number: 978-93-90996-03-2

Abstract

Indian IT sector grew rapidly during the first three decades since the 1980s largely due to its ability to build scale on system integration projects (application development, maintenance and testing projects) and largely on programming prowess. The companies' ability to hire talent, train and deploy them in large numbers – in a factory model – was one of the biggest reasons for its success – apart from supportive government policies, steady supply of talent from Indian universities and cost arbitrage. However, during the past few years, the spectacular growth witnessed in the earlier decades has slowed down due to multiple shifts that are happening in the marketplace. The pandemic situation has aggravated the business velocity of end clients forcing them to cut discretionary spend on technology projects, which has worsened the growth forecast of Indian IT companies. The Indian IT companies need to relook at their business strategy and need to pivot it to – new age skill sets, building connects with business heads in client organization (not just with IT heads), review the hiring and training strategies and build resilience of the workforce to tide over the pandemic among others. Therefore, HR managers will play a key role, for the foreseeable future, in revitalising the growth of Indian IT companies. The industry whose competitive advantage for decades was the technology skills will now have to look at HR strategies to build sustainable competitive advantage.

APPENDIX 5: Conference Presentations and Proceedings

Conference 1: IIM Kozhikode Doctoral Symposium

Paper Title: ‘GREAT’ model of non-monetary levers to enhance employee engagement in Indian software services industry

Abstract

Indian IT services companies have long used monetary and non-monetary incentives to build an engaged workforce. However, overall changing business dynamics (flat billing rates, lowering margins, increased costs) have left little leeway to exploit monetary levers. Companies now have to use more of non-monetary rewards to keep the employee engagement high. But there is a dearth of literature on empirically tested model of constituents of non-monetary levers available to the HR practitioners of this industry. This study attempts to bridge the gap. The authors identify 20 non-monetary incentives (building blocks), through literature review and exploratory interviews that can enhance employee engagement for these companies. Data is collected using a questionnaire from 403 employees working in this sector on the efficacy of these incentives to enhance work engagement. Factor analysis was conducted to logically group these variables into factors. Five factors emerged from the analysis – Growth lever, Renewal lever, Enabling lever, Aspirational lever and Transparency lever (GREAT) model – which were used as independent variables in a binary logistic regression to predict their impact on employee engagement - the dependent variable. All the five factors aided employee engagement - with three of these factors contributing significantly to enhancing employee engagement.

Certificate: Conference 1: IIM Kozhikode Doctoral Symposium



INDIAN INSTITUTE OF MANAGEMENT KOZHIKODE
DOCTORAL SYMPOSIUM
10-11 December 2020

Certificate

This is to certify that Dr/ Mr/ Ms Swaminathan Mani from Lovely Professional University has presented the paper titled “GREAT’ model of non-monetary levers to enhance employee engagement in Indian software services industry” at the Doctoral Symposium organised by Indian Institute of Management Kozhikode during December 10-11, 2020.

Prof. Debashis Chatterjee
Prof. Debashis Chatterjee
Director, IIM Kozhikode

Prof. Mohammed Shahid Abdulla
Prof. Mohammed Shahid Abdulla
Conference Co-Chair

Prof. Ram Kumar P N
Prof. Ram Kumar P N
Conference Co-Chair

Conference 2: IMI – EGADE 6th International Conference on Global Business Environment


Paper Title: How to leverage marketing to build sustainable competitive advantage – Insights from leading companies


Abstract

Companies utilized manufacturing prowess, scale, innovation, R&D and partnerships to defend their unique selling proposition. Earlier, competitive advantage once created lasted longer. However, in present days context companies are finding it difficult to defend a position for long because of aggressive competition from players who are often able to match the features or benefits of the product or services. Global nature of competition, access to financial capital, human resources from other countries has also ensured that differentiations are imitated quickly and don't last long. Nevertheless, few companies like Intel, Marriott international and Disney have used marketing capabilities to sustain competitive advantage over decades and continue to be category leaders in their respective industry sector. This paper presents insights from the successful marketing strategies adopted by Intel, Marriott and Disney that will inspire practitioners across industry sectors to consider marketing as a tool to build sustainable competitive advantage for their companies.

Certificate: Conference 2: IMI – EGADE




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Minds Igniting Change


6th International Conference on “Global Business Environment”
Disruption in Business and Management Practices: Causes, Conflicts, and Control

Certificate

This is to certify that **Mr. Swaminathan Mani** Research Scholar from **LPU, Punjab** has participated in the 6th International Conference on Global Business Environment “**Disruption in Business and Management Practices: Causes, Conflicts, and Control**” held at International Management Institute, Bhubaneswar on December 11 – 12, 2020 and presented paper entitled **How to leverage marketing to build sustainable competitive advantage – Insights from leading companies.**


Prof. Manit Mishra
Conference Convener


Rajagopal
Prof. Rajagopal
EGADE Business School, Mexico


Prof. Ramesh Behl
Director, IMI, Bhubaneswar

Conference 3: IMI – EGADE 6th International Conference on Global Business Environment

Paper Title: Creating meaningful and purposeful work culture to enhance employee engagement – the influence of personality traits

Abstract

Work engagement has got the attention of the practitioners in the recent decades due to the significant benefits that accrue to the organization from engaged employees. The engagement construct has been studied from multiple perspectives with multiple researches undertaken on the antecedents and the consequence of engagement. Among the variables that influences employee engagement like training, appreciation, co-worker relations, autonomy, work-life balance, culture, work environment and supervisor support among others; meaningful & purposeful work has the most enduring and substantial impact on engagement scores. However, what is meaningful for one employee may not be for another, as personality traits plays a role in influencing what role is meaningful and those that are not. Hence, by making suitable modification to the role elements - to align with the Big 5 personality (OCEAN) of employees - companies can build a deeper meaning in roles and thereby enhance engagement levels of employees.

Certificate: Conference 3: IMI – EGADE



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Minds Igniting Change

6th International Conference on “Global Business Environment”
Disruption in Business and Management Practices: Causes, Conflicts, and Control

Certificate

This is to certify that **Mr. Swaminathan Mani**, Research Scholar from **LPU, Punjab** has participated in the 6th International Conference on Global Business Environment “**Disruption in Business and Management Practices: Causes, Conflicts, and Control**” held at International Management Institute, Bhubaneswar on December 11 – 12, 2020 and presented paper entitled **Creating meaningful and purposeful work culture to enhance employee engagement – the influence of personality traits.**


Prof. Manit Mishra
Conference Convener


Prof. Sourabh Sharma
Conference Convener


Prof. Rajagopal
EGADE Business School, Mexico


Prof. Ramesh Behl
Director, IMI, Bhubaneswar

Conference 4: University of Petroleum & Energy Studies, (UPES)

Tech Symposium 2020

Paper Title: Reimagining Indian IT sector to achieve \$ 5 Trillion aspiration for India by 2025

Abstract

Indian economy is expected to grow to a US \$ 5 Trillion economy by 2025. A thriving economy is sine-qua-non for enhanced social sector spend in education, healthcare, food security and building critical infrastructure. Services sector currently contribute almost 50% of India's GDP. If India has to meet its goals of \$ 5 Trillion economy by 2025, service sector needs to contribute almost 60% of the overall pie. Indian IT sector has had spectacular growth over the past three decades (revenue of approx. \$ 200 billion in FY 20) and is a core component of the overall services sector apart from contributing 8% of India's GDP. Indian IT sector employs over 4 million people directly and earn precious foreign exchange for the country. Growth in this sector has also positively impacted technology adoption in other areas like universal citizen ID, digital banking, computerization of citizen services etc. In the past three decades, Indian IT sector has become the crown jewel of the country and has built brand India, globally. However, changes in the macro environment, shift in technology buying centres, budget moving to new-age technologies and uncertainties aggravated by the pandemic threatens to slowdown this sector. Nevertheless, Indian IT companies have faced similar challenges in the past, although of varying intensity, and had come out successfully from those crises – be it caused by financial meltdown in 2008, or terror attacks of 9/11 or recession in western economies, Y2K problems among others. This sector has to bring those enterprising and ingenious skills to bear to weather the storm caused by latest disruptions in the business environment. This paper discusses the challenges and opportunities for Indian IT sector and offer strategies to successfully pivot their overall strategies and business approach to counter the problems that are being currently faced by this sector of national importance. There is tremendous market potential available for this sector to create and capture value.

Certificate: Conference 4: UPES, Tech Symposium 2020



Conference 5: Lovely Professional University, Punjab. RBDS, 2020

Paper Title: Reimagining HR Strategies for the VUCA world – Perspectives from the Indian IT sector

Abstract

People are one of the most important assets for an IT company and have become a source of enduring competitive advantage for the firms. Keeping them motivated and engaged at work has several benefits – both financial (revenue, profitability) and non-financial (healthy workforce, reduced absenteeism, lower attrition, better cohesion) returns. Therefore, HR plays an important role in devising and implementing strategies that can directly impact the business and have done a commendable job till now. However, Indian IT sector was in a growth phase for the first three decades, which buffered any lacuna - either in HR strategy formulation or in HR strategy implementation - because the tailwind of business growth did not expose any chink in the armour. But increasingly dynamic business world for the past few years, further aggravated by the pandemic situation now, has complicated the business landscape for Indian IT companies. These companies have to relook at their business strategies (which vertical industries and geography markets to focus) and their HR strategies (newer models of employee motivation and engagement) to create and capture business value. This paper looks at some of the people friendly policies that can be adopted by Indian IT companies to build workforce of the future during these difficult times.

**Certificate: Conference 5: Lovely Professional University, Punjab.
RBDS 2020**

Certificate No. 214235



Certificate of Recognition

This is to certify that Dr./ Mr. / Ms.
Swaminathan Mani
of Mittal School of business, Lovely Professional University
has participated and presented a paper titled Reimagining HR Strategies for the VUCA world - Perspectives from the Indian
IT sector
in the International Conference on **"Rethinking Business : Designing Strategies in the Age of Disruptions"** held on
December 19, 2020 organized by **Mittal School of Business, Lovely Professional University, Punjab.**

Date of Issue : 14-01-2021
Place of Issue: Phagwara (India)



Prepared by
(Administrative Officer-Records)



Organizing Secretary
Dr. Rajesh Verma



Conference Director
Dr. Sanjay Modi

Conference 6: Lovely Professional University, Punjab

Business Agility in Volatile Times, 2019


Paper Title: Strategies to Motivate Multi-Generational Workforce in Indian Software Companies: The ‘4E-4R’ Framework of Employee Engagement to build an Agile Workforce


Abstract

Highly engaged employees are one of the critical ingredients of building an agile workforce. Engaged employees bring the necessary energy levels and spend discretionary efforts to tasks that are, by very nature, incremental and iterative. Employee engagement is an important topic with practitioners and researchers, alike, as high degree of committed and engaged employee bring tremendous amount of benefits to an organization including but not limited to increase in productivity, high collaborative spirit, consistent good quality output, low absenteeism, lower attrition and prosocial corporate citizenship. However, several studies carried out by researchers and global human resources consulting firms have showed that employee engagement across countries and across sectors are dropping. Indian software services companies who were once famed for having the most engaged workforce is also facing the heat. This sector was celebrated to adopt many of the now well-known and talked about progressive HR policies in India, to keep their workforce engaged. These policies were in large part responsible for the spectacular growth witnessed by the sector during the past 3 decades. However, there is a growing sense of discontent among the employees of this sector, as reported in the popular business press. Stagnating salaries, modest to non-existent increments, no bonuses and stock options, drying up opportunities to work abroad have created this situation. Research has shown that workforce that is low on engagement have many downside including loss of productivity, ill-health and possible erosion of competitive advantage for the sector. This sector is so closely associated with Brand India, and India’s growth story, it can ill-afford a slow down due to employee indifference or apathy. Therefore, HR practitioners in these companies have to relook at their employee engagement strategies to get the workforce to higher level of motivation and thereby build an agile workforce

Certificate: Conference 6: Lovely Professional University, Punjab

Business Agility in Volatile Times, 2019

 **MITTAL**
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 **Curtin University**


Certificate No. 185172

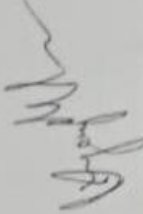
Certificate of Recognition

This is to certify that Dr./Mr./Ms.
of Swaminathan Mani
Lovely Professional University
has participated and presented paper titled Strategies to motivate multi-generational workforce in Indian software companies: The '4E-4R' framework of employee engagement to build an agile workforce
in the International Conference on "Business Agility in Volatile Times" during Management Conclave 2019 held on 7th - 9th November, 2019 organized by Mittal School of Business, Lovely Professional University, Punjab in association with Curtin University, Australia.

Date of Issue : 19-11-2019
Place of Issue: Phagwara (India)

Prepared by
(Administrative Officer-Records)


Conclave Director
Dr. Stephen McKenna
Curtin University


Conclave Director
Dr. Sanjay Modi
Lovely Professional University

Conference 7: Indian Institute of Technology (IIT), Kharagpur

Management **Doctoral Colloquium** and Research Scholars day (MDC & VRS 2021)

Paper Title: ‘GREAT’ model of non-monetary levers to enhance employee engagement in Indian software services industry

Abstract

Indian IT companies have used monetary and non- monetary incentives to build an engaged workforce. However, changing business dynamics have left little leeway to exploit monetary levers. Companies have to use non-monetary rewards to keep engagement high. But there is a dearth of literature on empirically tested model of constituents of non-monetary levers available to the HR practitioners. This study attempts to bridge the gap. The authors identify 20 non-monetary incentives, through literature review and exploratory interviews that can enhance employee engagement for these companies. Data is collected using a questionnaire from 403 employees of this sector on the efficacy of these incentives to enhance work engagement. Factor analysis yielded five levers – *Growth, Renewal, Enabling, Aspirational and Transparency levers (GREAT)* model – which were used as independent variables in a binary logistic regression to predict their impact on employee engagement - the dependent variable. All the five factors aided employee engagement

Certificate: Conference 7: Indian Institute of Technology (IIT), Kharagpur: Management **Doctoral Colloquium** and Research Scholars day



Conference 8: IMS, Ghaziabad University

International Conference on dynamic business environment: Challenges and opportunities in ‘the new normal’

Paper Title: Challenges and Opportunities in “The New Normal” – perspectives for the Indian IT services sector

Abstract

Indian IT sector grew rapidly over the past three decades to become a \$ 190 billion industry, employing over 4 million people in its 15,000 companies that are part of the sector. This sector has become an employer of choice for the million who graduate from Indian universities and has helped establish ‘brand India’ as a technology power house, all over the world. Indian IT companies rapidly scaled the application development and maintenance capabilities, on a factory mode, to the service the technology needs of global 2000 corporations around the world. Therefore, ability to hire, train and deploy software engineers at global scale was the key differentiator for Indian companies during the first three decades. However, significant changes in the business environment – budgets moving to new age technologies like digital, design, blockchain, analytics, AI/ML and away from traditional application development, business users making technology decisions, frequent technology obsolescence and emerging engagement models like gain share – aggravated by the pandemic has forced the Indian IT companies to rethink their overall strategy for their business. What worked in the past will no longer work in the future and Indian IT sector need to successfully pivot the entire go-to-market strategy – starting from hiring, reskilling, training, managing bench, deployment, partnerships, connects in business, changing customer needs to competition – to reimagine this sector. This paper identifies a few strategies cutting across capability building, HR and marketing for the Indian IT companies as they re-engineer their business to face the post pandemic world of “new normal”.



The certificate is a rectangular document with a white background and a dark blue border. It features a central text area with a light green and yellow geometric pattern. The text is primarily in blue and black, with the recipient's name in gold. Logos for IMS Ghaziabad and McGraw Hill Education are in the top corners. A QR code and the university website are in the bottom right. Two signatures and names are in the bottom left.

 INTERNATIONAL CONFERENCE ON
**DYNAMIC BUSINESS ENVIRONMENT
CHALLENGES AND OPPORTUNITIES IN NEW NORMAL**
ICDBE - 2K21

CERTIFICATE OF PARTICIPATION

SWAMINATHAN MANI

from Lovely Professional University presented a paper titled "Challenges and Opportunities in "The New Normal" – perspectives for the Indian IT services sector" at the conference organized by the Management Department IMS Ghaziabad University Courses Campus, held on 5th & 6th February 2021.


DR. GEETI SHARMA
Chairperson Management
Department


www.imsuc.ac.in


DR. SAPNA RAKESH
Director
IMSUC Ghaziabad



Conference 9: Symbiosis University

International Conference on Rigor, Relevance and Resilience in Business & Management Research - SICBM 2021 – **Doctoral Colloquium**

Paper Title: Non-monetary levers to enhance employee engagement in Indian IT services sector

Abstract

Indian IT services companies have long used monetary and non-monetary incentives to build an engaged workforce. However, overall changing business dynamics (flat billing rates, lowering margins, increased costs) have left little leeway to exploit monetary levers. Companies now have to use more of non-monetary rewards to keep the employee engagement high. But there is a dearth of literature on empirically tested model of constituents of non-monetary levers available to the HR practitioners of this industry. This study attempts to bridge the gap. The authors identify 20 non-monetary incentives (building blocks), through literature review and exploratory interviews that can enhance employee engagement for these companies. Data is collected using a questionnaire from 403 employees working in this sector on the efficacy of these incentives to enhance work engagement. Factor analysis was conducted to logically group these variables into factors. Five factors emerged from the analysis – *Growth lever, Renewal lever, Enabling lever, Aspirational lever and Transparency lever (GREAT)* model – which were used as independent variables in a binary logistic regression to predict their impact on employee engagement - the dependent variable. All the five factors aided employee engagement - with three of these factors contributing significantly to enhancing employee engagement.

Certificate: Conference 9: Symbiosis University

SICBM 2021 – Doctoral Colloquium



SICBM
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21

International Academics Partners



Symbiosis Institute of Business Management, Hyderabad
INTERNATIONAL CONFERENCE
on
*Rigor, Relevance & Resilience in
Business & Management Research*

CERTIFICATE OF PAPER PRESENTATION

This certificate is proudly presented to

Swaminathan Mani

for presenting a paper titled

Non-monetary levers to enhance employee engagement in Indian IT services sector

in the SICBM-2021, International Conference (Virtual Mode)
conducted from 12-14 February, 2021 by Symbiosis Institute of Business Management, Hyderabad
in association with - College of Business at *Tennessee Tech University*, Cookeville, USA
Manukau Institute of Technology, Auckland, New Zealand
NWU Business School, North-West University, South Africa



DR. RAVI KUMAR JAIN
DIRECTOR
SIBM HYDERABAD



DR. RAMKRISHNA DIKKATWAR
CONFERENCE CHAIR - SICBM 2021
ASSOCIATE PROFESSOR, SIBM HYDERABAD



DR. TANMOY DE
CONFERENCE CO CHAIR - SICBM 2021
ASSISTANT PROFESSOR, SIBM HYDERABAD



Symbiosis Institute of Business Management
50th Anniversary
Celebrating 50 Years of Excellence

Conference 10: Symbiosis University

International Conference on Rigor, Relevance and Resilience in Business & Management Research - SICBM 2021

Paper Title: Employee Engagement Constructs in Services Sector: ‘SERVE’ model of engagement

Abstract

Covid-19 pandemic has hit business prospects of almost all the sectors across the world; however the sector that was hit the hardest was the services and hospitality sector. When people stopped all non-essential travel, the entire ecosystem of travel, tourism and hospitality industries felt the heat. When a crisis of this magnitude, with its all-pervasive destruction - hits the sector, employee morale is the first casualty. Surveys by leading HR consultancy firms have shown that the percentage of engaged employees hovers around 15% (Gallup, 2016) while the remaining 85% are either disengaged or indifferent. With the pandemic adding to the woes, the employee engagement levels in the services sector are likely to be the lowest in the past few decades. The downside of disengaged employees are well documented. Ironically, this is the time, employees need to put their best foot forward to work their way out of the crisis and build back the business. Therefore, HR managers in this sector have huge responsibility to keep the morale of their employees high during these difficult times. Employee engagement can be built by using both monetary and non-monetary levers. During these difficult times, one of the sustainable ways to build engagement is to leverage non-monetary levers, as cash flows will be tight due to uncertain business environment. However, there is no empirically tested model of constituent of employee engagement constructs, built using non-monetary variables, available to HR practitioners of services sector. This paper attempts to bridge this gap. This paper identifies 13 non-monetary variables which are then logically grouped as SERVE model (Social, Enablement, Renewal, Variety and Energize levers). HR managers in services industries can now leverage ‘SERVE’ framework to enhance the engagement of their employees. Engaged employees who bring their whole self to work will help quicken the recovery process of the travel, tourism and hospitality sectors.

Certificate: Conference 10: Symbiosis University



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Business & Management Research*

CERTIFICATE OF PAPER PRESENTATION

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NWU Business School, North-West University, South Africa



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ASSOCIATE PROFESSOR, SIBM HYDERABAD



DR. TANMOY DE
CONFERENCE CO-CHAIR - SICBM 2021
ASSISTANT PROFESSOR, SIBM HYDERABAD



SYMBIOSIS
100th Anniversary
Celebrating 100 Years of Excellence

Conference 11: MDI, Murshidabad

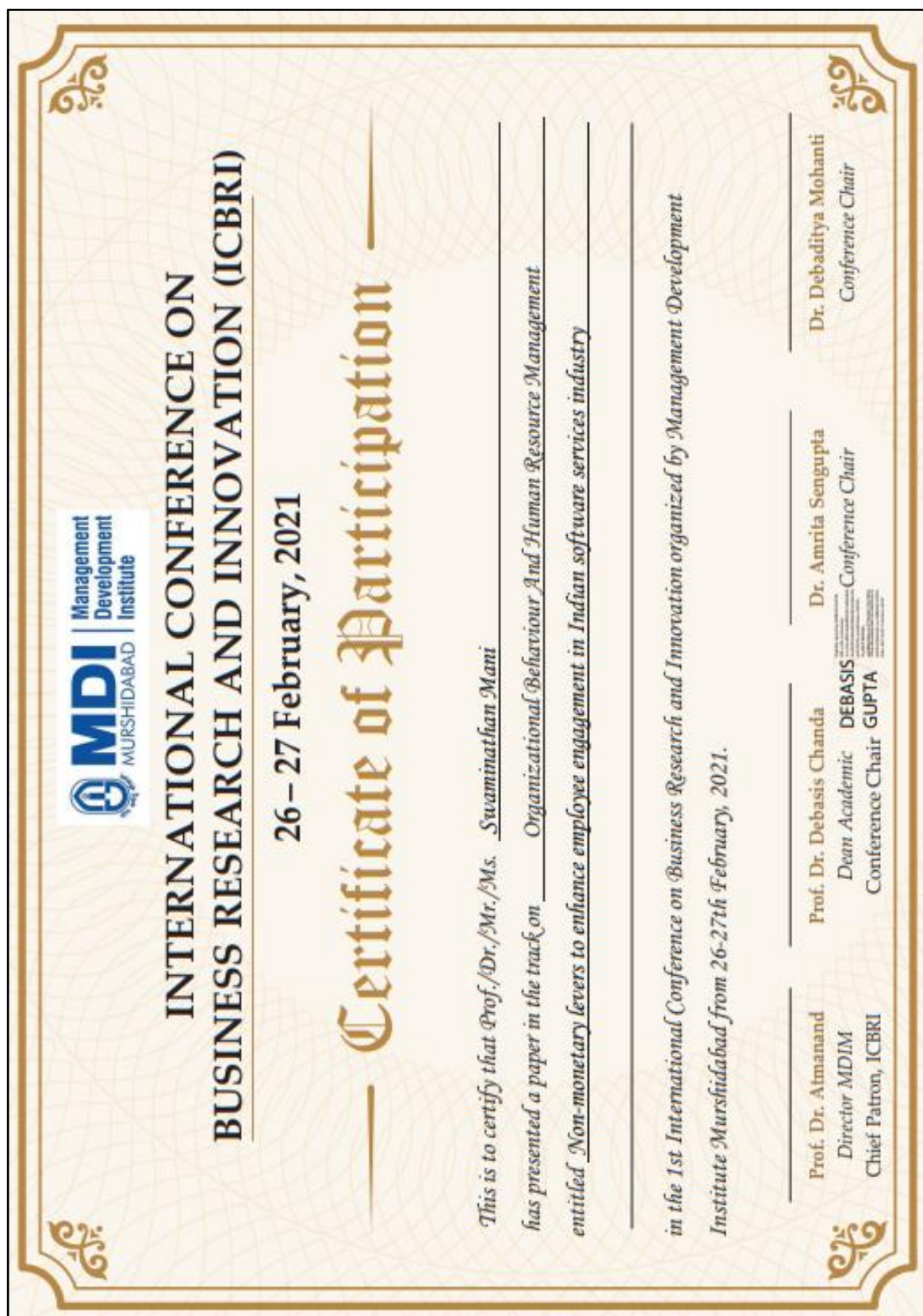
International Conference on Business Research and Innovation (ICBRI) 2021

Paper Title: ‘GREAT’ model of non-monetary levers to enhance employee engagement in Indian software services industry

Abstract

Indian software services (IT Services) companies have had spectacular growth over the past three decades and have always been an employer of choice for the millions of people working in this sector (NASSCOM, 2019). This sector has been the crown jewel for many decades– employing over three million people (directly), and five times that number through indirect employment - earning billions of dollars of revenue for these companies and precious foreign exchange for the country. However, the employee engagement levels are dropping across sectors and across countries including in Indian software services companies (Gallup, 2017). Literature shows that highly engaged employees are critical to an organizational success. The Indian IT sector, which was once famous for its liberal usage of monetary levers (high salaries, bonuses) are cutting costs due to tough business environment. HR practitioners have to now use non-monetary levers, such as job design and accelerated growth opportunities to keep their workforce engaged. However, there has been limited research undertaken to study the impact of non-monetary levers to enhance work engagement of Indian IT services employees. This study bridges the gap. The authors identify 20 non-monetary variables, that can enhance employee engagement; collect data from 403 employees working in this sector, conduct factor analysis to reduce these 20 variables to five factors – growth, renewal, enabling, aspirational and transparency levers – which forms the acronym ‘GREAT’ – and used these factors as independent variables in a binary logistic regression to predict their impact on employee engagement. All the five factors aided employee engagement with three of them – growth, enabling and renewal levers – contributing significantly

Certificate: Conference 11: MDI, Murshidabad



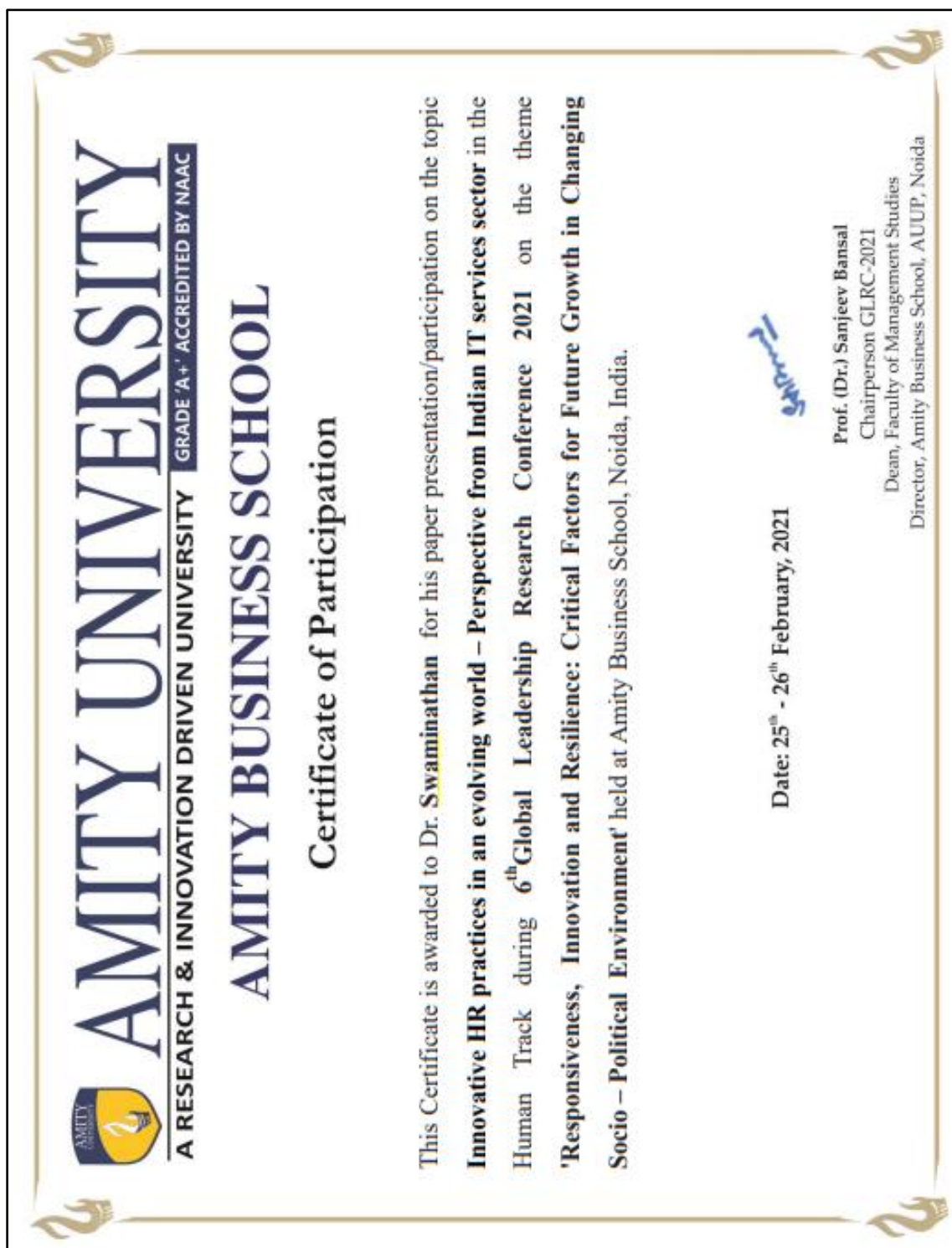
Conference 12: Amity Business School, Amity University

6th Global Leadership Research Conference (GLRC) 2021

Paper Title: Innovative HR practices in an evolving world – Perspective from Indian IT services sector

Abstract

Indian IT sector is at the cusp of next wave of growth, having established brand India as the technology powerhouse in the world, the sector is pivoting itself to create and capture value in the new age areas of digital, blockchain, analytics, AI/ML and cybersecurity. The changing nature of client requirements, shifts in buying centres, competitions for IT projects from other countries like Philippines and significant changes in the nature of competencies required (from large scale, steady and predictable application development projects that is the core domain of the technology teams in client organizations to new age digital projects that are inherently short term while they create tremendous value for the business teams in client organizations) mean that HR needs to relook at the composition of the workforce, skill inventories and strategies needed in the new normal. Since the characteristics and aspirations of the predominantly millennial workforce are different from other cohorts (and millennials constitute significant proportions of the employee pool) HR strategies need to evolve to match the changing objectives of the teams. This paper looks at some of the innovative HR strategies adopted by Indian IT companies (reverse mentoring, shadow boards, creating VC fund to provide seed funding for innovative projects and support for individual social responsibility project among others to motivate and enhance the engagement levels of its employees.



Conference 13: National Academy of Psychology (NAOP), 2021

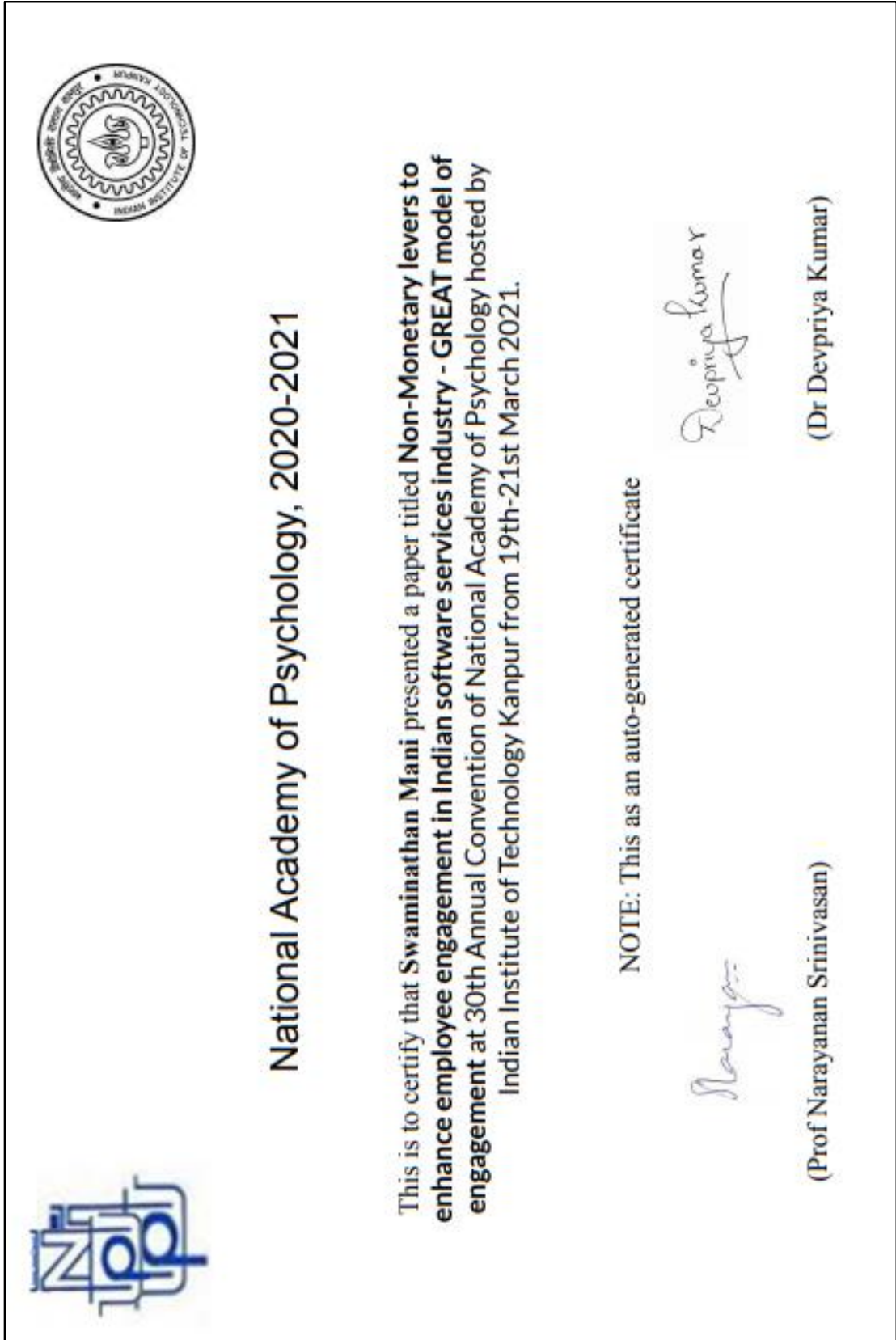
30th Convention at Indian Institute of Technology (IIT), Kanpur

Paper Title: Non- Monetary levers to enhance employee engagement in Indian software services industry - GREAT model of engagement

Abstract

Indian IT services companies have long used monetary and non- monetary incentives to build an engaged workforce. However, overall changing business dynamics (flat billing rates, lowering margins, increased costs) have left little leeway to exploit monetary levers. Companies now have to use more of non-monetary rewards to keep the employee engagement high. But there is a dearth of literature on empirically tested model of constituents of non-monetary levers available to the HR practitioners of this industry. This study attempts to bridge the gap. The authors identify 20 non-monetary incentives (building blocks), through literature review and exploratory interviews that can enhance employee engagement for these companies. Data is collected using a questionnaire from 403 employees working in this sector on the efficacy of these incentives to enhance work engagement. Factor analysis was conducted to logically group these variables into factors. Five factors emerged from the analysis – Growth lever, Renewal lever, Enabling lever, Aspirational lever and Transparency lever (GREAT) model – which were used as independent variables in a binary logistic regression to predict their impact on employee engagement - the dependent variable. All the five factors aided employee engagement - with three of these factors contributing significantly to enhancing employee engagement.

Conference 13: National Academy of Psychology (NAOP), 2021



APPENDIX 6: Copyrights applied/awarded

Copyright 1: ‘GROW’ model of employee development – A holistic approach

Brief Description: ‘GROW’ model - Group related, Resource related, Organization related and Work related - interventions can aid employees growth

Abstract

Developing human resources is one of the high priority areas for organizations around the world, as high quality employees are becoming the source of sustainable differentiation for firms. Also, people tend to prefer companies that invest in employee development and have formal programs to enable their growth. High quality employees bring tremendous financial (increased revenue, better profitability and higher return on assets) and non-financial benefits (lesser attrition, better collaboration and better quality of output) for companies. However, employee growth has multiple levers that span various domains – levers specific to the employees themselves, to the group they belong, ingredients in the work itself and to the organization as a whole. This research work offers “GROW” model of employee development - that expands to *Group related, Resource related, Organization related and Work related* - interventions that can be adopted by companies across sector to invest in their employees growth to achieve all round development of their people.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	18412/2021-CO/L	25088	Grow model of employee development, A holistic approach	500
Amount in Words				Rupees Five Hundreds	500

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Copyright 2: ‘CoPE’ model for Restorative work recovery – A strategy framework

Brief Description: ‘CoPE’ model (Cognitive, Physical and Emotional) of restorative work recovery strategies

Abstract

Human resources that bring their whole-self (cognitive, emotional and physical self) to work tend to consistently outperform across key metrics for companies. To perform consistently at peak levels, employees need to rest, recover and renew themselves, periodically. High quality employees bring tremendous financial and non-financial benefits for companies. Restorative non-work recovery is an emerging area of research in academia and practitioner world. Restorative non-work recovery is an amalgamation of two streams of psychology – restorative part (environment psychology) and recovery part (health psychology) which details strategies on how employees can unplug from work after the reach home so that they can come back fresh the next day. This research work offers a **CoPE model (Cognitive, Physical and Emotional)** of restorative work recovery strategies that can be adopted by companies across sector to invest in their employees’ renewal efforts to achieve all round development of their people.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	18411/2021-CO/L	25084	Cope model for restorative work recovery- A strategy framework	500
Amount in Words		Rupees Five Hundreds			500

PAYMENT MODE	Transaction Id	CIN
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Copyright 3: ‘AWE’ model to build pride in organizations – A conceptual framework

Brief Description: ‘AWE’ model - Aspirational elements, Workplace elements and Environmental elements- to build pride

Abstract

People are one of most important assets for any organization. Great companies are built by highly competent resources that are committed to work for the organization due to its larger than life image. Developing committed human resources is one of the high priority areas for organizations around the world, as high quality employees are becoming the source of sustainable differentiation for firms. High quality employees bring tremendous financial (increased revenue, better profitability and higher return on assets) and non-financial benefits (lesser attrition, better collaboration and better quality of output) for companies. One way to attract and retain talent is to build **pride** in the organization they work for. There are multiple elements that can aid in building pride among the employees. Companies will do well to have a full picture of these elements so that they are successful in building pride among its staff. This research work offers “AWE” model - that expands to *Aspirational elements, Workplace elements and Environmental elements*- that can be adopted by companies across sectors to build pride among its workforce.


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S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	18990/2021-CO/L	25718	AWE model to build pride in organizations- A conceptual framework	500
Amount in Words				Rupees Five Hundreds	500
PAYMENT MODE		Transaction Id	CIN		
Online		C-0000027891	1108210000694		

Copyright 4: 'FAIR' model for establishing Organizational Justice climate– A conceptual framework

Brief Description: 'FAIR' model - Fidelity, Altruism, Integrity and Redressal elements - to build a transparent and equitable workplace

Abstract

Organizational justice climate is one of the important topics debated by leaders across sectors, these days. As the world is getting increasingly globalized, companies are realising that some of their key customers are not only demanding superior products and services but are also keen to know whether they are dealing with ethical suppliers– diversity practices, affirmative actions, values & beliefs and equitable treatment of their employees among others. Employees are also keen to work for organizations that have robust justice climate practices, which are known for conducting ethical business, treating the entire stakeholders (employees, customers and partners) fairly. Organizational justice climate has several different cuts to it. Companies will do well to have a full picture of these elements so that they are successful in building justice climate in their firms that will pass international scrutiny. This research work offers "FAIR" model - that expands to *Fidelity, Altruism, Integrity and Redressal elements* - that can be adopted by companies across sectors to build a transparent and equitable workplace.


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1	Form-XIV	18992/2021-CO/L	25720	Fair model for establishing organizational justice climate-A conceptual framework	500
Amount in Words			Rupees Five Hundreds		500
PAYMENT MODE		Transaction Id	CIN		
Online		C-0000027893	1108210000805		

Copyright 5: ‘SAFE’ model of enabling employees at work to enhance engagement – A holistic approach

Brief Description: ‘SAFE’ model - Social, Ambience, Flexible and Empower elements – for enablement

Abstract

Organizations around the world spend several hundred billion dollars on employee engagement initiatives with modest success as per reports of leading HR consultancy firms. One reason for modest success could be due to sub-optimal engagement strategies being implemented. Engagement is a multi-dimensional concept that cuts across disciplines like psychology, sociology, management and HR&OB areas. The benefits of engaged employees are well documented in literature – higher productivity, better quality output, improved collaboration among teams, lower staff attrition, improved employee well-being, organization citizenship behaviour among others. Research supports the view that having an enabling ecosystem at work contributes the most for enhancing engagement of employees. HR practitioners will do well to have a full picture of the building blocks that constitutes enablement lever so that they can leverage those to enhance engagement scores in their firms. This research work offers “SAFE” model - that expands to *Social, Ambience, Flexible and Empower elements* - that is a comprehensive enablement framework - which can be adopted by companies across sectors.

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1	Form-XIV	18993/2021-CO/L	25721	Safe model of enabling employees at work to enhance engagement- A holistic approach	500
Amount in Words				Rupees Five Hundreds	500
PAYMENT MODE		Transaction Id	CIN		
Online		C-0000027894	1108210001752		

Copyright 6: ‘MATES’ model for strategic partnerships – Alliance framework for IT companies

Brief Description: ‘MATES’ model - Marketing, Acquisition of clients, Training & certifications, Executive sponsor and Solution building – for partnership

Abstract

Covid -19 pandemic has accelerated the adoption of technology across industry sectors, as clients have moved significant portion of their business - online. This has opened up plenty of opportunities for technology companies to offer relevant, tailored solutions, specific to each industry domain. However, technology companies need partners who can build solutions specific for each industry. Deep domain expertise, apart from technology depth, understanding of the business scenarios and ability to deliver it at scale are most essential ingredients for success of the projects. As more and more IT products and IT services companies come together to partner in this journey, there is a need for a robust alliance partnership framework to guide them to get into the strategic partner zone. This research work offers “MATES” model - that expands to *Marketing, Acquisition of clients, Training & certifications, Executive sponsor for governing the program and Solution building* - that is a holistic alliance partnership framework which can be adopted by IT product and services companies to build a mutually rewarding relationship.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)	
1	Form-XIV	19002/2021-CO/L	25732	Mates model for strategic partnership- Alliance framework for IT companies	500	
Amount in Words					Rupees Five Hundreds	500

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Copyright 7: ‘HYPER’ model of Workaholism and a Self-assessment tool to identify one –A conceptual framework

Brief Description: ‘HYPER’ model – Health, IdentitY, Psychological, Exclusion and Relationship – for Workaholism

Abstract

Workaholism should not be confused with work engagement, although both involve getting immersed with work. While engagement leads to overall well-being, high life satisfaction and better job performance over the long term, Workaholism leads to ill-health, low life satisfaction and poor job performance. Workaholics identify themselves with the work they do. They have difficulty to switch off at the end of the day and are constantly preoccupied with work. They feel guilty and anxious if they are not always connected with work. While these may start as a committed employee giving it all, very soon Workaholism will result in poor quality output, loss of productivity, ill-health and mental health problems for the employee. Companies and the managers need to watch out for tell-tale signs of when a star employee crosses the fine line to get into the workaholic zone. This research work offers “HYPER” model - that expands to *Health issues, IdentitY issues, Psychological issues, Exclusion issues and Relationship issues* - that is a holistic framework which can be adopted by individuals/managers to identify whether they (or their team members) are at risk of being a workaholic.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19012/2021-CO/L	25743	Hyper model of workaholism and a self assessment tool to identify one- A conceptual framework	500
Amount in Words				Rupees Five Hundreds	500

PAYMENT MODE		Transaction Id	CIN
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Copyright 8: Creating meaningful and purposeful work culture to enhance employee engagement – the influence of personality traits

Brief Description: Aligning role to personality traits will help create meaning and build engagement levels of employees

Abstract

Employee engagement construct has been studied from multiple perspectives with various researches undertaken on the antecedents and the consequence of engagement. Among the variables that influences employee engagement like training, appreciation, autonomy, culture, work environment among others; meaningful & purposeful work has the most enduring and substantial impact on engagement scores. However, what is meaningful for one employee may not be for another, as personality traits plays a role in influencing what role is meaningful and those that are not. Hence, by making suitable modification to the role elements - to align with the Big 5 personality (OCEAN) of employees - companies can build a deeper meaning in roles and thereby enhance engagement levels of employees.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	17463/2021-CO/L	24048	Creating meaningful and purposeful work culture to enhance employee engagement- the influence of personality traits	500
Amount in Words			Rupees Five Hundreds		500

PAYMENT MODE	Transaction Id	CIN
Online	C-0000025955	2907210001548

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Copyright 9: ‘CRAFT’ model of skill building – A strategy framework

Brief Description: ‘CRAFT’ model - Connect the dots, Recombinant skills, Agile skills, Foster experimentation skills and Trends spotting skills

Abstract

Employees need to continuously upgrade their skills to keep them relevant in the market place. The business is demanding very different skills than what was bankable in the past. People need have the ability to draw insights from across domains, build a compelling narrative around it and have deep expertise to spot weak signals that can be profitable in the future among others to command a premium in the marketplace. Skills like analytical thinking, communication and domain expertise have become minimum expected standards in business and therefore commands modest to no premium. Employees (and companies) need a comprehensive framework that will guide them to build these skills for the future. This research work offers “CRAFT” model - that expands *Connect the dots, recombinant skills, agile skills, foster experimentation skills and trends spotting skills* - that is a comprehensive skill building framework - which can be adopted by employees across sectors.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19018/2021-CO/L	25748	Craft model of skill building- A strategy framework	500
Amount in Words				Rupees Five Hundreds	500

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Copyright 10: ‘DROP’ model of mentoring – A modular framework

Brief Description: ‘DROP’ model Developmental needs, Reflective ability, Opportunities and Psychological needs of mentoring

Abstract

The business landscape is undergoing significant transformation for the past few decades. More than half of fortune 500 companies that existed 50 years ago no longer exist or have merged with other companies. Newer, nimbler firms have emerged that require and demand a very different set of skills from employees to be successful. Therefore, employees need to continuously upgrade themselves to stay relevant for these companies. One way to stay ahead of the curve is to find a mentor who can guide employees in these choppy waters. Mentor-mentees relationships have potential to transform both the parties if constructed correctly. Both of them need to gain something useful during their professional interaction to make the mentorship program successful. This research work offers “DROP” model (*Developmental needs, recombinant skills, Reflective ability, Opportunities and Psychological needs*) - that is a modular framework - which can be adopted by mentors-mentees across sectors

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19072/2021-CO/L	25805	Drop model of mentoring- A modular framework	500
Amount in Words				Rupees Five Hundreds	500

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Copyright 11: ‘ADIEU’ model of employee off-boarding – A conceptual framework

Brief Description: ‘ADIEU’ model Appreciation, Dignity, Insights, Exit process and Unobtrusive experience – for off boarding

Abstract

Companies spend significant time, energy and resources for on-boarding employees into their organizations to make it a memorable welcome experience for new recruits. However, employee off-boarding (exit process) is treated in a dispassionate, sometime even cold manner. That is a counterproductive strategy in today’s dynamic business world as these departing employees may join customer organization and may become a bitter critic of the company. Their negative word of mouth may deter prospective job aspirants from taking up job offer from the firm. Companies need to invest the same energy, time and respect when employees exit too. This research work offers “ADIEU” model (*Appreciation, Dignity, Insights, Exit process and Unobtrusive experience*) - that is a conceptual framework - which can be adopted by companies across sectors to handle employee exit process.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19790/2021-CO/L	26597	ADIEU model of employee offboarding- A conceptual Framework	500
Amount in Words				Rupees Five Hundreds	500

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Copyright 12: ‘DEPART’ model to predict employee’s intention to quit - Assessment and Strategy framework

Brief Description: ‘DEPART’ model - Demeanor, Extra-role behavior, Productivity, Attitude, Revealing clues and Team involvement – turnover intentions

Abstract

Employee attrition, especially the good ones, are always a difficult transition period for the team/organization. The employee takes away large knowledge base built over years of experience with the firm and it is always not easy to fill the slot with a perfect replacement. Successful organizations across the world have been built by employees who stayed there longer, went over and beyond the call of duty to deliver for the firm. Therefore, employee departures are always difficult. However, no one leave the company abruptly one evening. There are tell-tale signs of demotivation, disengagement given by employees for few months leading up to communicating their decision to quit the firm. Companies that read these clues can take remedial measures to retain good employees. This research work offers “DEPART” model - that expands to *Demeanour, Extra-role behaviour, Productivity, Attitude, Revealing clues and Team involvement* - that is a holistic framework which can be adopted by managers to spot turn-over intentions of their team members. The questionnaire as part of the research when taken by the manager will reveal potential prospect of attrition in the team.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19796/2021-CO/L	26605	Depart model to predict employees intention to quit- Assessment and strategy framework	500
Amount in Words				Rupees Five Hundreds	500

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Copyright 13: Survey instrument for building employee engagement models for any industry sector – An example from Indian IT services sector

Brief Description: Provide a validated instrument, the conceptual underpinning of which can be used to build a robust employee engagement model

Abstract

Employee engagement is high the agenda of most companies as engaged employees bring tremendous and non-financial benefits for the companies. Also, engaged employees (will become a source of sustainable competitive advantage) are known to go over and beyond the call of duty to expend significant amount of discretionary efforts for the benefit of the company. However, engagement models have to be built for a specific context to be effective. What works for one context will not work for others – as cultural nuances come into play. Therefore HR practitioners and academicians need to build engagement models that address the unique characteristics faced by their organization/sector. This research work offers a generic template that can be adopted by companies across sector to identify the relevant elements of employee engagement – that are the building blocks – use the survey instrument offered in this work to build context specific models.

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1	Form-XIV	18423/2021-CO/L	25100	Survey instrument for building employee engagement models fr any industry sector-An example from Indian IT services sector	500
Amount in Words				Rupees Five Hundreds	500
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Copyright 14: ‘INDUCT’ model of support for women re-joining workforce – A conceptual framework

Brief Description: ‘INDUCT’ model Initiation, Navigation support, Developmental goals, Understanding, Choice and Training – to rehire women

Abstract

Several women employees face significant challenges when they try to re-join the workforce after a career break due to personal commitments. Well-meaning organizations, many a time, fail to implement a structured process for their return – taking into account the unique situation of these re-joiners, thereby missing an opportunity to make it successful comeback for the women leaders. Management literature is full of instances of women employees’ altogether dropping out of workforce either because of lack of opportunities to get back to workforce or due sub-optimal returning experience. However, there is support in literature that diversity enhances overall organizational performance and should be embraced. Unfortunately, companies don’t have a organized approach to welcome women back into workforce. This research work offers “INDUCT” model (*Initiation, Navigation support, Developmental goals, Understanding, Choice and Training*) - that is a holistic framework - which can be adopted by organizations across sectors when seeking to re-hire women into workforce.

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S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19797/2021-CO/L	26607	Induct model of support for women rejoining workforce- A conceptual framework	500
Amount in Words				Rupees Five Hundreds	500
PAYMENT MODE		Transaction Id	CIN		
Online		C-0000028907	1808210002501		

Copyright 15: ‘SEAT’ model of Academic – Industry collaboration: A conceptual approach

Brief Description: ‘SEAT’ model - Student Development, Executive education, Academic contribution and Thought leadership creation

Abstract

Close academic-industry partnership is needed to solve complex problems present in the VUCA world. The intellectual depth available in academia when matched with the execution excellence of the industry can offer robust solutions to seemingly intractable problems faced by businesses and by community. However, in many instances the collaboration between academia and industry is largely restricted to placement, internships and guest lectures. Very few partnership extract the full value possible of core ecosystem interaction and even fewer partnership end up positively impacting wider ecosystem. By not leveraging each other’s strengths fully, both institutions fail to realize their full combined potential they are capable of. This research work offers “SEAT” model - that expands to *Student Development, Executive education, Academic contribution and Thought leadership creation* - that is a comprehensive framework - which can be adopted by academia and industry to bring out the best from each other for the overall good of the society at large.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19800/2021-CO/L	26610	Seat Model of Academic: Industry collaboration: A conceptual Approach	500
Amount in Words		Rupees Five Hundreds			500

PAYMENT MODE	Transaction Id	CIN
Online	C-0000028911	1808210003969

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Copyright 16: ‘RENEW’ model to recover from career stagnation – A strategy framework

Brief Description: ‘RENEW’ model – Reflection, Emerging trends, New skills audit, Execution plan and Work progress – to reinvent oneself

Abstract

Some employees hit career stagnation more than once in their career. Career stagnation is when the employee is putting in energy at work but is left dissatisfied with low to no sense of accomplishment from the job. If not addressed on time, career stagnation can lead to employee burn-out and disengagement. Career derailment is a serious concern for both employees (who fail to achieve their full potential) and for companies (as productivity dips significantly). Disengagement results in lower morale, poor collaboration, frequent absenteeism, reduced output and ill-health. Employees who are struck in a career rut need a robust framework that can help guide them to reinvigorate their career. This research work offers RENEW” model (*Reflection, Emerging trends, New skills audit, Execution plan and Work progress*) - which can be adopted by employees to kick-start their career trajectory from the present stalled mode to booming mode once again. They owe it to them and to their companies that they come out of this career rut fast.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)	
1	Form-XIV	19804/2021-CO/L	26614	Renew model to recover from career stagnation- A strategy framework	500	
Amount in Words					Rupees Five Hundreds	500

PAYMENT MODE	Transaction Id	CIN
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Copyright 17: ‘FIRM’ model on impact of bullying at workplace and strategies to deal with it – A holistic framework

Brief Description: ‘FIRM’ model - Financial costs, Indirect/Implicit costs, Reputation costs and Milieu – impact of bullying

Abstract

Bullying is a common occurrence in workplace across geographies and across sectors in the world. While other forms of harassment have low tolerance (and rightly so) with companies, bullying is not seen in the same bracket. One reason could be that bullying is witnessed right from school days and people have got immune to it. Other could be that bullying is omnipresent and takes away the horror of harassment. However, the damage caused by bullies at workplace is beyond a harassed employee quitting and is known to impact several other key areas. Once organization has an appreciation for the havoc bullying at workplace can have for the long term competitiveness of the organization, they may put in place rigorous process to stop it. This research work offers “FIRM” model (*Financial costs, Indirect/Implicit Costs, Reputation costs and Milieu*) - which highlights the all-pervasive negative impact of tolerating bullying at work and offer strategies on how to treat bullies – firmly and swiftly.

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S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	19810/2021-CO/L	26622	Firm model on impact of bullying at workplace and strategies to deal with it- A holistic framework	500
Amount in Words		Rupees Five Hundreds			500
PAYMENT MODE		Transaction Id		CIN	
Online		C-0000028922		1808210004681	

Copyright 18: ‘Value creation model’ for building sustainable competitive advantage for Indian IT services companies

Brief Description: Proposes a new value creation model for IT companies that can be leveraged

Abstract

Indian IT sector has had spectacular growth over the past three decades (revenue of \$ 195 billion in 2020) and is a core component of the overall services sector apart from contributing 8% of India’s GDP. Indian IT sector employs over 4 million people directly, provides indirect employment to about 12 million people and earn precious foreign exchange for the country. Growth in this sector has also positively impacted technology adoption in other areas like universal citizen ID, digital banking, computerization of citizen services etc. Changes in the macro environment, shift in technology buying centres by the client, raising technology obsolescence, budget moving to new-age technologies, visa restrictions, pressure to hire locals in western countries, competition from IT companies in other countries like Philippines and uncertainties aggravated by the pandemic threatens to slowdown this sector. One way the Indian IT companies can sustain the growth momentum is to move up the value creation chain for building sustainable competitive differentiation in the market. This research proposes a new value creation model for IT companies that can be leveraged.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	18419/2021-CO/L	25096	Value creation model for building sustainable competitive advantage for Indian IT services companies	500
Amount in Words				Rupees Five Hundreds	500

PAYMENT MODE	Transaction Id	CIN
Online	C-0000027179	0608210002451

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Copyright 19: Resilience – the best antidote during a crisis to enhance employee engagement ‘Recovery archetypes’ framework

Brief Description: Proposed a new model of recovery (nine archetypes) after a crisis that can be leveraged by the organizations to build resilience in its employees.

Abstract

Covid-19 has turned out to be an unprecedented humanitarian crisis that has caught everyone by surprise. It has become a black swan event, leaving behind a trail of destruction of unfathomable magnitude with no tail of the problem in sight. Pundits expect the crisis to last at least till September of this year and another two years of painstaking rebuilding process to return to normalcy. Uncertain business environment and stalling of growth prospects have resulted in job losses across several industry sectors. HR managers have huge responsibility to keep the morale of their employees high during these difficult times. While there are several strategies that can be adopted to motivate the workforce, the most promising one would be to build resilience of employees, which will enhance their ability to cope with the crisis. In this research, on resilience, the authors have proposed a new model of recovery (nine archetypes) after a crisis that can be leveraged by the organizations to build resilience in its employees.

S.No	Form	Diary No.	Request No	Title	Amount (Rupees)
1	Form-XIV	12185/2021-CO/L	18088	Resilience the best antidote during a crisis to enhance employee engagement 'Recovery archetypes' framework	500
Amount in Words				Rupees Five Hundreds	500

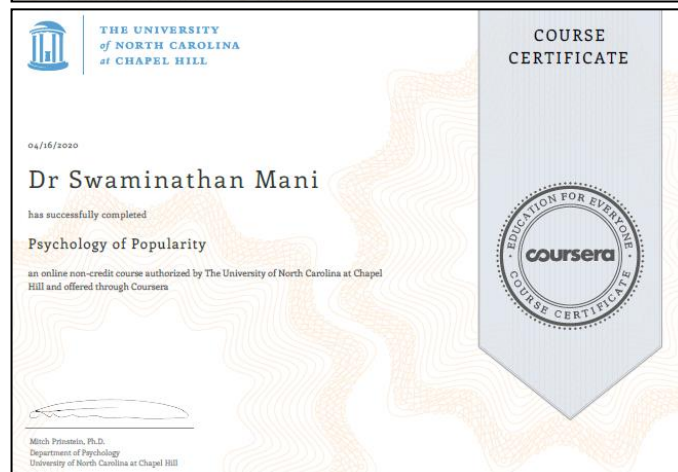
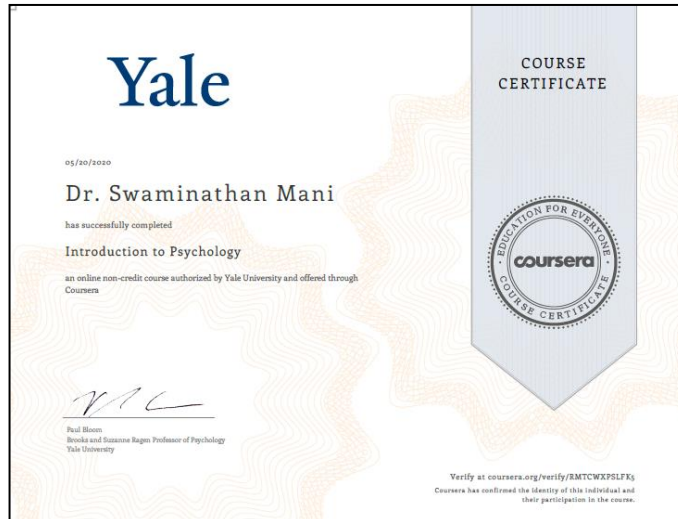
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APPENDIX 7: Additional Course Certificates

Additional Courses 1: Coursera certificates (3 courses on Psychology)



Additional Courses 2: Coursera certificates (5 course-specialization on HRM)

UNIVERSITY OF MINNESOTA
Driven to Discover™

05/25/2020

Dr. Swaminathan Mani
has successfully completed the online, non-credit Specialization

Human Resource Management: HR for People Managers

In this Specialization, learners developed essential human resources skills to become more effective people managers, including elements of recruiting and hiring employees, motivating and retaining employees, managing employee performance, and compensating and rewarding employees. The specialization presents applied knowledge that is grounded in academic research, which is especially valuable because managing people involves complex responsibilities. Learners completed a Capstone Project at the end of the Specialization to apply their new knowledge and skills.

5 Courses

- Preparing to Manage Human Resources
- Recruiting, Hiring, and Onboarding Employees
- Managing Employee Performance
- Managing Employee Compensation
- Human Resource Management Capstone: HR for People Managers

John Budd, PhD
Amy Falink, MA
Stacy Doepfner-Hove, MA, JD
Larry Bourgenie, MA, SPHR, SHRM-SCP
Alan Benson, PhD

Verify this certificate at:
coursera.org/verify/specialization/8XADY6SE6XH2

The online specialization named in this certificate may draw on material from courses taught on-campus, but the included courses are not equivalent to on-campus courses. Participation in this online specialization does not constitute enrollment at this university. This certificate does not confer a University grade, course credit or degree, and it does not verify the identity of the learner.

Additional Courses 3: Coursera certificates (4 course-specialization on HRM & Leadership)



MACQUARIE
University
SYDNEY AUSTRALIA

07/21/2020

Dr. Swaminathan Mani
has successfully completed the online, non-credit Specialization

Leading: Human Resource Management and Leadership

In this specialisation, learners strengthen their capability to effectively lead your people and organisation in an increasingly competitive and complex work environment. This involves learning how to: Apply key principles of organisational leadership to develop and evaluate strategies for attracting, motivating and resourcing talent; Take a strategic perspective in designing and aligning competitive, sustainable organisations; Meeting the challenge of disruptive complexities through agile shifts between different leadership styles; Creating vision and meaning to drive change and influence.

Verify this certificate at:
coursera.org/verify/specialization/2V43R9WP7NM5



4 Courses

Organisational design: Know your organisation

Organisational behaviour: Know your people

Adapt your leadership style

Visionary leadership, identity & motivation: Become a meaning maker

E. Wray-Bliss
Edward Wray-Bliss, PhD
Associate Professor
Department of Management
Macquarie Business School
Sydney, Australia

J. Li
Jaco Li, PhD
Professor
Department of Management
Macquarie Business School
Sydney, Australia

A. Mirzaei
Abas Mirzaei, PhD
Senior Lecturer
Department of Marketing
Macquarie Business School
Sydney, Australia

R. Mitchell
Rebecca Mitchell, PhD
Professor
Department of Management
Macquarie Business School
Sydney, Australia

R. Clayton
Richard Clayton, PhD
CEO, Organisational Misbehaviourists
Co-Founder, The Inronic Manager
Director, People - Culture - Change - CSC
Asia-Pacific

A. MacPherson
Arabella MacPherson
Director
Resonate Communications

The online specialisation named in this certificate may draw on material from courses taught on-campus, but the included courses are not equivalent to on-campus courses. Participation in the online specialisation does not constitute enrolment at this university. This certificate does not confer a University grade, course credit or degree, and it does not verify the identity of the learner.

Additional Courses 4: Coursera certificates (4 course-specialization on Conflict Management)

UCI Division of Continuing Education

06/16/2020

Dr. Swaminathan Mani
has successfully completed the online, non-credit Specialization

Conflict Management

In this Specialization, learners developed and honed the essential skills needed to constructively address conflict between individuals and within organizations. A culminating Capstone Project allowed learners to integrate and apply the skills gained throughout the courses.

4 Courses

Types of Conflict
Conflict Resolution Skills
Intercultural Communication and Conflict Resolution
Conflict Management Project

Najla DeBow
Najla DeBow
Instructor
University of California,
Irvine Extension

Amit Kolthari
Amit Kolthari
Instructor
University of California,
Irvine Extension

Additional Courses 5: Coursera certificates (4 course-specialization on Career Development)

06/21/2020

Dr. Swaminathan Mani
has successfully completed the online, non-credit Specialization

Adapting: Career Development

In this specialisation, learners critically evaluated the process of self-directed personal change and applied it to an area of leadership development. They explored the common drivers of stress and strategies to enhance their resilience in dealing with stress. Learners were tasked with evaluating their career management issues and design a career path that fits their personal values, interests, personality, and skills. Finally, they critically evaluated the nature of cultural intelligence and applied strategies to develop your cultural sensitivity in managing diversity.

P Nesbitt
Paul Nesbitt, PhD
Associate Professor
Department of Management
Macquarie Business School
Sydney, Australia

F. Guo
Fei Guo, PhD
Professor
Department of Management
Macquarie Business School
Sydney, Australia

A. Saboleva
Alena Saboleva, PhD
Adjunct Faculty
Macquarie Business School
Sydney, Australia

4 Courses

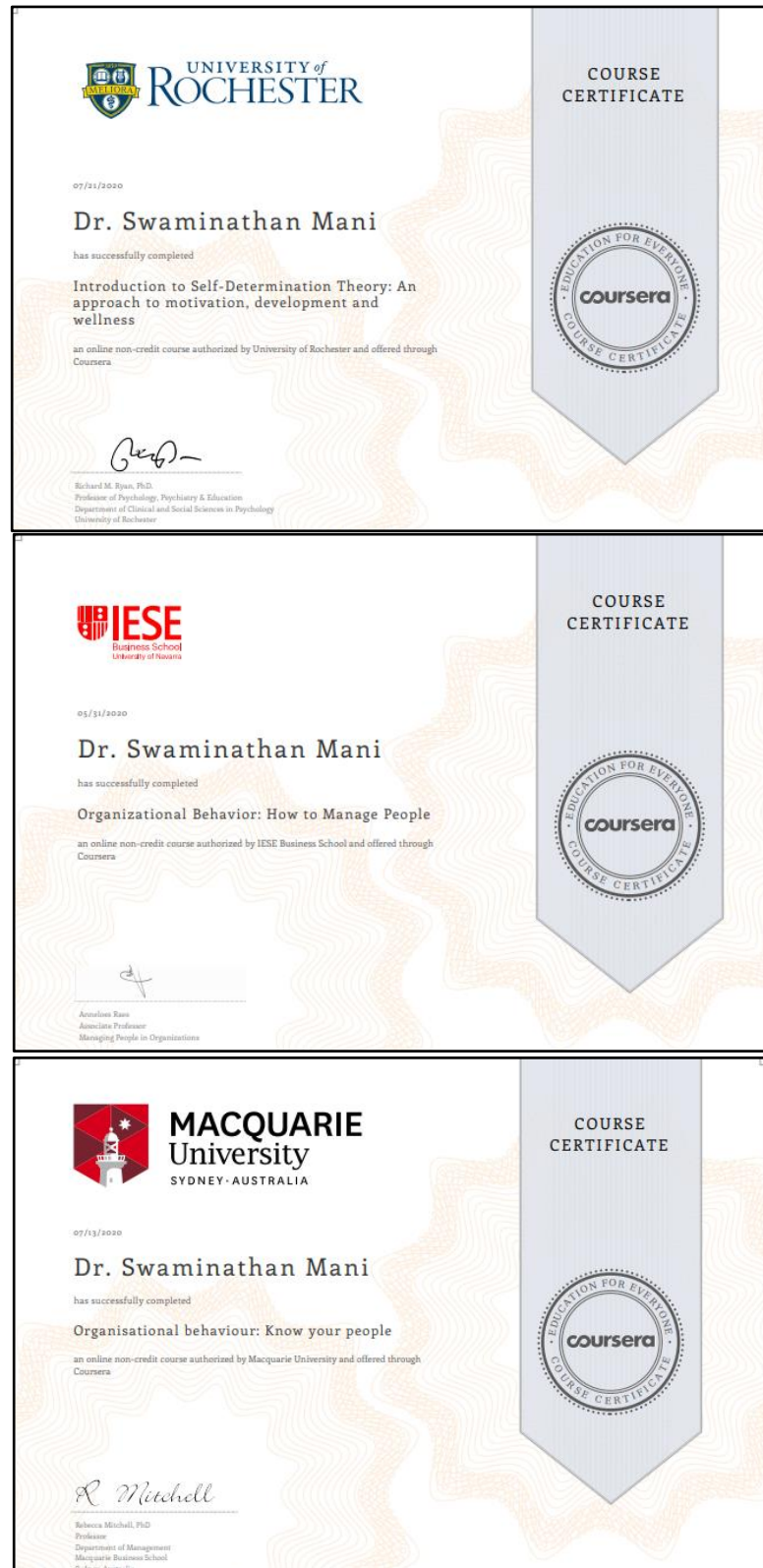
courseera
LEARNING WITHOUT LIMITS • SPECIALIZATION CERTIFICATE

Build personal resilience
Cultural intelligence: Become a global citizen

Career planning: Your career, your life

Professional development: Improve yourself, always

Additional Courses 6: Coursera certificates (3 courses on SDT and Organizational Behavior)



PROFILE OF THE SCHOLAR



Dr Swaminathan Mani is a part-time research scholar, pursuing his second PhD (Psychology) with Lovely professional university in India and has over 25 years of full-time industry work experience (23 years with the Indian software services sector). He is currently employed as a Vice President in a leading IT services company that is part of a large and well-known conglomerate based in India. During his stint of over 25 years in the Industry, he has had exposure to managing C-level relationships in both client and partner organizations, across the world.

His current area of research focuses on impact of non-monetary rewards on employee engagement, productivity enhancement and employee motivation. He obtained his first PhD in management from UPES, Dehradun in India. He has also completed his MBA from Bharathidasan University (NIT, Trichy) and his Engineering - BE (Hons.) – from Birla Institute of Technology and Science (BITS), Pilani.

Dr. Swaminathan Mani has published several research papers in international and national journals of high repute and has also spoken in various international conferences held in India. He has also been functioning as a reviewer for many top academic journals of leading publishers like Emerald. He is part of board of advisors for Mody University (Rajasthan), board of studies for NIT, Trichy (Tamil Nadu) and curriculum review board as industry representative for LPU, Punjab.

More details at:

<https://www.linkedin.com/in/dr-swaminathan-mani-5564211/>

<https://scholar.google.com/citations?user=hKlLh6gAAAAJ&hl=en>

Citations: 135 | h-index: 5 | i10-index: 5