

Impact of Demographic Variables on Employee Engagement level in IT Sector

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ABSTRACT

In today's milieu, organizations worldwide are focusing on achieving great benefits from minimal investments. The IT sector is the chief employer to a major chunk of working professionals of all d developing and developed economies. But in the contemporary times, Long and nerve-racking working hours, cut throat antagonism, increasing computerization ,heavy workload and tedious nature of work has deemed employee engagement a gigantic Issue in IT sector. This exploratory study examined the extent to which demographic variables such as, age, gender, marital status and tenure in organisation contributed to their engagement levels. The finding of the study will help to choose the correct engagement strategy according to the differential demography of an organisation. The results of the analysis have reflected no significant impact of any of the demographic variable on overall engagement level and hence HR managers can freely choose the engagement strategies without having to worry about the differences of demographic nature among their employees. The tool implemented to collect primary data is structured questionnaire and personal interviews with respondents. Secondary data was taken through various research journals, business magazines and websites. Out of 426 questionnaires circulated 404 completely filled responses were received with, that were analysed to derive logical interpretation. The data was collected through employees of various IT and ITeS companies from the state of Rajasthan.

Keywords: Employee Engagement, IT sector, Salanova Engagement Scale, Age, Gender, Experience and Marital Status.

INTRODUCTION:

The concept of Employee Engagement has achieved greatest impetus in the recent years. In today's super competitive world, the quality challenges volume in term of efficiency. In the present times the organisations centre their attention on keeping their employees happy and satisfied with widespread use of development strategies and employee oriented policy designs. In the present times, an employee is always on a hunt for better opportunity, if an employer doesn't focus on holding on to the talent and keeping it happy and satisfied with his opportunities, it may lose its business, output, image and integrity.

Employees are the foundation of every organization. Whether it's a corporate body, a non-profit organization or employees are the nub of any industry. That is the reason why each and every organization nowadays is focusing on wellness strategies for their employees. Offering various employee welfare programs has an eventual endeavor towards creating a contented and satisfied workforce, which centers around generating self motivated and inspired employees with superior health, work-life equilibrium and career management skills, reduced absenteeism, augmented efficiency and production, and a sustainable up gradation of the quality. All the above listed factors lead to superior and proficient employees and in general an improved organization.

The various demographic variables have a noteworthy impact on the attitude of employees towards acceptance and success of any engagement strategy functional in an organization. Demographic differences like age, gender, marital status, race, ethnicity, occupation, income level etc may put a strong impact on various aspects

of an individual's overall performance at his workplace. Hence it's important to analyze the extent to which these factors affect the Employee Engagement level so that the employer can plan and implement appropriate engagement strategies. This research paper provides an account of the postulate that whether common demographic variables like age, gender, marital status and tenure in organisation have any specific impact on the employee engagement level.

LITERATURE REVIEW:

Kahn (1990) was the first to suggest that employee engagement has positively impact on organisational level outcomes in various ways. Kahn elucidated his argument with the reason that employees want to work for various reasons rather than just getting paid for it. They will work to bring success for their organisation if given proper direction.

Rothbard (2013) presented his research outcomes as stating that it was evident that Gender differences have been found to have strong connection with the level of engagement. The men experience enrichment from work rather from family, whereas women experience fatigue from work than family. While women experience enrichment from family to work, most of the men experience no involvement from family to work. Thus men are more engaged than women. On the contrary Gallup's US research concluded that women tend to find more accomplishment in their jobs and are more engaged than men are in most of the countries (Johnson 2014). However, no clear difference was found between employee engagements levels of Thai men and women.

(Buckingham 2001) reported that the duration an employee spends in an organisation is inversely proportional to his/her engagement. Likewise, researchers by Gallup organisation (2016), Brim (2002) and Truss et al (2006) recognized an opposite relationship between employee engagement, and the tenure in an organisation. According to Brim (2002) this phenomena indicates that for most of the employees, the first year on the job is their best and thereafter engagement and enthusiasm drops when it comes to work.

Wilson (2009) also concluded the same result of gender differences being insignificant when it comes to engagement. The results are also similar to that of Schaufeli et al. (2006) and Yildirim (2008). The result however contradicts with Sprang et al. (2007) who concluded that female employees face more burnout and hence are less engaged than their male counterparts.

A research by Gallup organisation (2017) also observed differences in engagement level of employees, between employees who were single and those who were married. Contradictory to the opinion in general, it was found that married employees tend to have a higher level of engagement than there single counterparts. Though for the present research results confirm non significant impact of marital status on engagement of employees.

Swaminathan (2018) reported the findings of their study on employees of IT sector of Chennai, that Age and gender do not have a strong impact on the engagement level of employees. Though it was found that as the tenure of an individual in an organisation increases the employee tends to show greater engagement indicator. It was found that tenure in the organisation and employee engagement has direct relationship with each other.

Reissova et al. (2017) have suggested the engagement level of an employee is influenced highly by the age of the employees. It was reported that as the age of an employee increases their engagement level decreases considerably. On the other hand gender and marital status were found to be non significant when it comes to job and organisational engagement.

Sunita et al. (2015) performed a research on the IT employees of NCR region .The findings of their research reflect that Age, Gender, Marital status and Experience of an employee is irrelevant while finding out the consequence of any engagement strategy .The employees may be guided by other factors when it comes to engagement but demographic variables like age, gender, marital status, qualification and experience have non significant impact on engagement level of employees.

RESEARCH METHODOLOGY:

The respondents for the study were taken from the major IT companies of Rajasthan region, majorly from cities of Jaipur and Udaipur. The data was collected using structured questionnaire. The employee engagement level has been measured using UWES (Utrecht work engagement scale) Salanova et al (2001). The scale presents total engagement of an employee to be made of three constructs namely – Vigor, Dedication and Absorption .All the three contributing equally to the total engagement score.

The questionnaire had 21 questions .Out of which 17 questions were related to three constructs of engagement vigor (6), Dedication (5) & Absorption (6) and 4 questions related to demographic variables. Total 420 questionnaires were rotated out of which 406 responses were received and 402 were used for analysis. Convenience sampling technique was used for selecting samples. Mann – Whitney U test has been used to find

out the impact of gender and marital status And Kruskal - Wallis test is used to find out the impact of age and tenure in the organisation on engagement level.

HYPOTHESIS:

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The Demographic profile of the sample is depicted below in Table 1 .

Table 1: Demographic profile of Sample

Sex	No.	Age group	No.	Marital Status	No.	Tenure of working	No.
Female	106	20 - 25 Years	99	Married	286	1-3 Years	85
Male	298	26 - 30 Years	167	Unmarried	118	3-5 Years	143
Total	404	31 – 35 Years	91	Total	404	5-7 years	104
		36 - 40 Years	47			7 - 10 years	61
		Total	404			10 years and more	11
						Total	404

ANALYSIS AND INTERPRETATION:

Impact of Gender on Employee Engagement Level:

To test the effect of gender of an employee on employee engagement, Mann-Whitney U test has been used. The Mann-Whitney U test compares differences between two independent groups when the dependent variable is ordinal or continuous, but non- normally distributed.The table 2- below highlights the impact of gender on the engagement scores of employees.

Table 2: Gender Wise Comparison of Variables

Comparison Gender wise							
Variables	Sex	N	Mean	Std. Deviation	Mean Rank	Mann-Whitney U	Asymp. Sig. (2-tailed)
Vigor	Male	298	3.46	0.502	202.92	15668.50	0.903
	Female	106	3.44	0.469	201.32		
Dedication	Male	298	3.67	0.575	197.95	14438.50	0.186
	Female	106	3.75	0.589	215.29		
Absorption	Male	298	3.67	0.588	200.29	15134.00	0.521
	Female	106	3.71	0.585	208.73		

After analyzing the P value for all the variables, it can be inferred that since the $p > 0.05$ for vigor, dedication and absorption, there is no significant impact of gender on the employee engagement level .Hence it can be inferred that males and females both respond equally in almost similar terms to any welfare program applied in the industry and also the engagement level of employee is not affected by their gender to a considerable extent.

Impact of Marital Status on Employee Engagement Level:

To test the impact of marital status on both dependent and independent variable Mann-Whitney U test has been used. The table 3, below highlights the impact of marital status on the constructs of engagement .

Table 3: Comparison on the Basis of Marital Status

Group Statistics							
Variables	Marital Status	N	Mean	Std. Deviation	Mean Rank	Mann-Whitney U	Asymp. Sig. (2-tailed)
Vigor	Married	286	3.48	0.462	205.74	15948.00	0.383
	Unmarried	118	3.38	0.557	194.65		

Group Statistics							
Variables	Marital Status	N	Mean	Std. Deviation	Mean Rank	Mann-Whitney U	Asymp. Sig. (2-tailed)
Dedication	Married	286	3.74	0.542	211.08	14420.50	0.321
	Unmarried	118	3.57	0.647	181.71		
Absorption	Married	286	3.71	0.545	207.12	15552.00	0.213
	Unmarried	118	3.60	0.673	191.30		

After analyzing the P value for all the variables of engagement it can be inferred that since the $p > 0.05$ for vigor, dedication and absorption, there is no significant impact of marital status on the employee engagement level .Hence it can be inferred that both married and unmarried employees respond equally to engagement strategies. Their level of engagement is not affected by their marital status to a considerable extent.

Impact of Age on Employee Engagement Level:

To test the impact of Age on engagement variables, Kruskal – Wallis test has been used. A significant Kruskal-Wallis test indicates that at least one sample stochastically dominates the other sample. The test does not identify where this stochastic dominance occurs or for how many pairs of groups stochastic dominance obtains. The table 4, below indicates the p value of the all the employee engagement variables.

Table 4: Impact of Age on Employee Engagement Level

Comparison Age Wise									
Variables		N	Mean	Std. Deviation	Std. Error	Mean Rank	Kruskal Wallis test		
							Chi-square	df	Asymp. Sig.
Vigor	20 - 25 Years	98	3.3776	0.52	0.052	190.587	2.588	3	0.460
	26 - 30 Years	168	3.5030	0.49	0.038	212.530			
	31- 35 Years	90	3.4500	0.41	0.043	195.878			
	36 - 40 Years	48	3.4444	0.57	0.082	204.135			
Dedication	20 - 25 Years	98	3.6510	0.64	0.064	199.607	1.924	3	0.588
	26 - 30 Years	168	3.7274	0.59	0.045	211.202			
	31- 35 Years	90	3.6956	0.53	0.056	196.944			
	36 - 40 Years	48	3.6375	0.52	0.075	188.365			
Absorption	20 - 25 Years	98	3.6378	0.63	0.063	197.184	0.828	3	0.843
	26 - 30 Years	168	3.7143	0.58	0.044	208.595			
	31- 35 Years	90	3.6667	0.56	0.059	197.728			
	36 - 40 Years	48	3.6736	0.60	0.087	200.969			

On Analyzing the above table it was evident that none of the dependent variables have p values lesser than 0.05, which indicates that there is no significant impact of age on any variable i.e. vigor, dedication or absorption. Hence it can be concluded that age has no impact on the engagement level of an employee. All the employees of irrespective of their age group will respond in the similar manner to Employee engagement strategies in case of a controlled set up (limiting all the above variables).

So, it can be inferred that age of an employee does not impact the engagement level of employees significantly or any change in the employee engagement level cannot be attributed to age or gender of an employees. Thus while designing the engagement strategies for employees a manager need not specifically pay attention to their age difference. In an undifferentiated manner same strategy can be targeted to any employee irrespective of their age group.

Impact of Tenure in the Organisation on Employee Engagement Level:

To test the impact of tenure in an organisation on dependent variable Kruskal – Wallis test has been used. The table-5 below indicates the p value of the all the employee engagement variables.

Table 5: Impact of Tenure in organisation on Employee Engagement level

Comparison Experience wise									
Variables		N	Mean	Std. Deviation	Std. Error	Mean Rank	Kruskal Walis test		
							Chi-square	d f	Asymp . Sig.
Vigor	1-3 Years	85	3.355	0.527	0.057	186.153	2.664	4	0.616
	3-5 Years	143	3.487	0.477	0.040	206.937			
	5- 7 Years	104	3.490	0.458	0.045	209.875			
	7 – 10 Years	61	3.459	0.524	0.067	205.770			
	10 Years and More	11	3.409	0.550	0.166	183.273			
Dedication	1-3 Years	85	3.605	0.638	0.069	191.547	3.888	4	0.421
	3-5 Years	143	3.776	0.552	0.046	217.175			
	5- 7 Years	104	3.669	0.593	0.058	199.399			
	7 - 10 Years	61	3.652	0.495	0.063	189.713			
	10 Years and More	11	3.673	0.700	0.211	196.591			
Absorption	1-3 Years	85	3.643	0.667	0.072	198.435	2.483	4	0.648
	3-5 Years	143	3.731	0.525	0.044	210.493			
	5- 7 Years	104	3.659	0.608	0.060	199.966			
	7 - 10 Years	61	3.626	0.560	0.072	188.303			
	10 Years and More	11	3.818	0.664	0.200	232.682			

On Analyzing the above table it was evident that none of the constructs of engagement i.e. vigor , dedication and absorption have p values < 0.05 , which indicates that there is no significant impact of experience on any variable .Hence it can be concluded that experience has no impact on the engagement level of an employee. All the employees of irrespective of their experience will respond in the similar manner to Employee engagement strategies in case of a controlled set up (limiting all the other variables except experience of the employees).

FINDINGS:

1. The results of the Kruskal-Wallis test indicate that the Age and tenure of an employee in an organisation, do not impact their Engagement level significantly. So it can be concluded that if an engagement strategy is applied in an organisation than its impact on the employees will not be subjective to their Age and experience. However there may be several other factors that may affect, how well any engagement tactics works on the employees.
2. On applying Mann Whitney U test on the sample to find out the extent to which the engagement level of the employees is affected due to their Gender or marital status, it was found that there is no significant impact of these two variables on the engagement level of the employee. Thus the efficiency of any employee engagement program is not dependent on their gender and marital status.

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