

Exploring employee engagement strategy: It's impact of employee performance in IT sector

Prof. Sahana G N¹, Dr. Jayashree Sapra², Mr. Rakshith³

¹Department of BBA, PES University, Bangalore, India

²Department of FOMC, PES University, Bangalore, India

³PES University, Bangalore, India

Abstract- This paper talks about the relationship between the job engagement and performance of an employee in IT sector. It also talks about the various strategies which can be implemented by the company or the employer in order to increase the overall employee engagement in the company so that the performance of the employee also increases. The study is limited to certain potential limitations and biases which includes participants from certain industries/ geographical locations. The study employed qualitative research as its primary methodology. The questionnaire was drafted using the information extracted from the articles, review of literatures and reports. The data analysed using descriptive statistics and cross tabulation technique which helps to analyse the data and builds the connections between the variables.

Keywords: Employee engagement strategy, Employee Performance, Job engagement and Performance

INTRODUCTION

In the Information technology sector (IT SECTOR), employee engagement plays a very important role for any organisation to be successful. Employee engagement refers to the involvement, commitment and the amount of time they invest to fulfil the committed work. The definition of employee engagement varies according to different authors perspective. Employees engagement means an individual employees intellectual, behavioural and emotional state of mind educate towards desired organisational outcomes (Brad Shuck, M., Rocco, T. S., & Albornoz, C. A. , 2011) Any organisation which wants to have better business outcomes their employees must be engaged in a proper manner the employees should be more productive, innovative, and should stay committed to the organisation. Because of these aspects organisation is giving more important to employee engagement and investing their money in order to improve engagement. All the researchers have

the interest towards the human resource management profession which helps to improve the organisational performance outcomes. the primary goal of the strategic human resource management is to understand and functionalize the relationship between the performance and HRM (Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge R. , 2013) towards employee engagement the elements of human resource management plays a major role. Although very few studies can be found which analysing the relationship of individual employee engagement HR functions. Training functions of human resource management which helps to examine the process of planned actions to provide knowledge, skills and all the necessary trainings which helps to achieve all the organisational goals (Ahmed, U., Phulpoto, W., Umrani, W. A., & Abbas, S. I., 2015) the research on the connection between employee engagement and organisational results that employee engagement in their work has also been found to have good and positive impact on creation of knowledge, performance of each employees, financial needs and employees loyalty. Various studies on employee engagement has been analysed in the field of human resource development, therefore the purpose of the study is to analyse employee engagement across various organisational outcomes (Lee, Y., Shin, H. Y., Park, J., Kim, W., & Cho, D., 2017).

The importance of engagement on performance is been widely studied and recognized. The employee who are engaged with their work are more likely to be satisfied by the job which they are performing, motivated to the job and perform the job in an effective and productive manner which will positively lead to the growth of the company as well as better performance in the sector. The connection between employee's involvement in the company's corporate social responsibility (CSR) and the company's

framework impediments that may reduce the such employee engagements. The company employs the social exchange theory (SET) which helps to understand and analyse the individual employee perception and mindset towards the engagement and to analyse the concept of a social contract in the system of corporate social responsibility_(Slack, R. E., Corlett, S.,& Morris R. , 2015) the connection between internal social media usage and employee engagement plays a very important role and other major study area shows the various individual and multiple competitive benefits. That go with the usage of social media internally they are communication support, promoting cooperation which helps to increase the connection between all the employees and it helps to improve the individual and organisational knowledge base. All these benefits may lead to more changes, higher confidence, cost will be lower, it reduces the turnover also and it gives more productivity to the employees as well as to the organisation_(Haddud, 2016). In order to increase employee engagement consequently, employee performance, we need to examine numerous employee engagement tactics that may be used in the IT industry. In this study we will look at various aspects like leadership, communication, recognitions, reward and work life balance and how will these aspects effect the employee engagement and performance in an organisation. The ultimate goal of this research is to provide a complete understanding of the significance of employee engagement in the information technology sector (IT sector) and it will talk about the strategies that an organisation can use to improve the employee overall engagement as well as their performance_(Jabeen, R., & Rahim, N. , 2021).

LITERATURE REVIEW

The article talks about the association between the engagement of employees and productivity of organisation. The author claims that engagement of employees is most important factors that the employee engagement can directly lead to organisation performance and efficiency in production. The outcomes of this study tells that the engagement of employees has a positive and direct effect on overall productivity of an organisation. The author in the study also highlights the that the management of an organisation should support their employees so that the productivity of employee is archived and utilizes to the fullest_(Patro, 2013). Research talks about the

associate relationship between engagement of workers and characteristic of the job in Indonesia. For this study the author did a survey among 121 employees in different sectors. the research tells that factor like significance of the work or task, freedom to do any work or task were positively related to the engagement of the employees and workers. The paper also states that the pressure to do a job and high workload have negatively impacted on the engagement of employees (Adiarani, 2019). The association between the management of performance along with the engagement of employees is the main concept discussed by the author, it also talks about how an organisation or a company should use their management of performance to increase the productivity and engagement of employees and it also states that organisation should not only look into the performance management of any worker or employees but make sure that the employees work towards the mission and vision statement of a company or an organisation. It also tells the significance of training, coaching, feedback in the performance of an employee. Importance of various like 360-degree feedback, performance appraisal and many more which will be helpful in evaluating the overall employee engagement in an organisation_(Jamie A Gruman, 2010). The engagement of employees acts as a huge and important part on IT sector as it has direct relationship on the overall performance of an employee as well as on the organisation. If the employee engagement remains high it will directly contribute to better result of an organisation. The IT sector has lot of competition as well as it requires a skill full and motivated employees to become successful, so employee engagement plays a significance role in attracting people in the industry. Employee engagement leads employees to stay highly engaged in the work, showing higher level of stratification in terms of job and makes the individual or employees to stay longer with the organisation. This paper overall speaks about how companies or organisation should invest in their employees to stay engaged and which leads to overall growth of an organisation or companies_(Grag, 2014) and also the author talks about the association between the engagement of an employees along with the work life balance in the IT sector. The paper found out that employees that are engaged will generally have a better work life balance because the employees who

all are engaged are more likely to get their job stratification, and they feel valuable by their organisation. This article also finds out that having flexible working methods or practices promotes a better work life balance in IT sector. According to the author analysis the engagement is an important factor in having a better work life balance (Sarjue Pandita, 2017).

Next the research states about the association between employee engagement and the employee job stratification among the IT professionals in India. The study finds that there is an association relationship between engagement and job stratification. The study also found that employee engagement is influenced in many different manners such as work life environment, company's practices and culture and many more. The paper also tells that if any organisations want their employees to engage, they should create a good work environment, supporting the employees, giving freedom to do their work, and provide opportunity for skill development and flexible working hours and arrangements (Thakur, 2014). The psychological empowerment as the sense of control and capacity to make a difference in one's employment, while psychological contract is defined as the reciprocal expectations and duties that exist between employees and employers. The author gives a suggestion that the IT companies in India should give more attention in developing or making a psychological contract with the employees by making sure that there is a clear communication and no obstruction between them and making sure that the employees promises are fulfilled. It also states that the employees should be given enough freedom so that they can work efficiently which in turn helps the company to grow (Naman Sharma, 2017). The study identified the factors which caused employee engagement in selected IT (information technologies) firms. It recognizes the several aspects that influence the engagement of employees in the IT industry which were leadership, work environment, training, development, salary and benefits and also it helps the survey helps to analyse the importance of proper communication, freedom to work and involvement in decision making in the engagement of employees and all these helps to providing the opportunity for the growth and development of employees, that can lead to the engagement of employees and which in return would help the organisation to grow with the

maximum engagement of employees (Vikas Gautam, 2021) the study found from various industry that the factors like age, education, and job levels had an important role to play in employee engagement, particularly in aged employees with higher level of education and higher level of job were more engaged in their job than compared to the younger employees with less education level and low level of job. The author analysed by stating that the demographic variables like gender, education, income etc played an important role in engagement of employees and the organisations should take it seriously and should improve their employee's engagement. It suggests that the organizations should provide flexible working hours along with an opportunity for their employee training and development and should start recognizing their employees by giving rewards and awards for their contribution towards the organization so that the employee engagement increases in the organisation across different demographic groups (A Marcus, 2017) the employee engagement is an important factor in any organisational success as it gives many positive outcomes which include higher productivity level, increasing the profitability in the organisations along with lower employee's turnover ratio (resigning). The author also states that the factors or variables which are affecting or influencing the employee engagements are leadership, job stratification, work culture, work life balance and career growth. For any organisation to become successful the employees of the organisation should be completely engaged and it also tells that the organisations should create a positive work environment and invest in leadership development of their employees and provide an opportunity to develop their skill and making sure that there is a balance in work and personal life (S Sathyanarayana, 2017) the associate relationship between the employee motivation along with employee productivity and performance is very important and they have a very strong associate relationship between the variables that are employee motivation and employee performance. The article states that organisations who give importance to the motivation of the employees such as recognitions, independence to do the job, and giving the employees the opportunity to grow and develop are more likely to have employees who will stay motivated to perform their job and also the author states that theoretical which can help organizations recognize the drivers of employee motivation and

develop strategies to foster a motivated workforce (Gifty Naa Boafoa Okine, 2021) the author used regression analysis and states that the performance appraisal is an important factor in employee's performance and productivity. In order to have good employee performance and to withstand competition in the market the employee's motivation to perform the work plays an important role because if there is no motivation no employee will work or perform the work clearly_(Poornima V, 2015)_

They examined the associate relationship between job performance and job satisfaction in the IT industry in Bangalore. The study found out that the employees who had higher job satisfaction also had higher level of performance in job in an organisation. The study also found that salary, job security and promotions played an important role in job stratification. It also states that the company's should provide proper work environment along with good compensation in order to increase the job performance_(Mrs. Kavitha Dasari, 2018) the associate relationship between training of an employee and development of an employee programs and employee performance in the job found out that T&D have an encouraging impact on the overall employee performance and the employees who all went through training and development had better work performance compared to those employees who did not go through any training and development programs. The quality of training and development program is important in improving the job performance__(Md Mobarak Karim, 2019) the leadership is also one of the key factors which has a strong positive impact on overall employee productivity. The employees who followed their leaders' transformational leaders were found to be more productive than others and the impact of leadership on productivity of employees is influenced by several factors, such as job satisfaction, organizational commitment, and work engagement. The author even highlights that the organisations should inspire their leaders to adopt for transformational leadership style to improve the performance of the job, stratification of doing or performing a job, and even increases the work engagement of an employee in an organisation_(Roy Setiawan, 2021) and also, the empowerment of employees had a huge impact on the performance of the employee. The study explained that the employees who had the authority performed the work in an

excellent manner than employees who did not have any authority. The impact of employee empowerment on employee performance is dependent by several factors, such as job satisfaction, organizational commitment, and motivation. In the study the authors provided practical evidences or proof stating that there is a positive impact of employee authorization on performance of employee. The organisations should support the employees by taking their opinion while any decision making, by giving an opportunity for training and development of employees, these methods can help the employee to perform his work with satisfaction of job_(Ipsita Mohapatra, 2018) the associate relationship between job stress and employees job performance in job is also one of the main factors comes under employee engagement. The stress of an employee has a negative impact on the employee job performance as well as the growth of the employees. The organisations should take some measures like flexible hours of working, managing the work load for employees and creating a friendly environment in workplaces to enhance the work performance of employees_(ANU JOSSY JOY, 2018) the author focuses on the consequence of emotional on job performance and focused on the role of gender in the relationship. The researcher found out that emotional intelligence has a strong and positive impact on performance of job in both male employees and female employees. In case of male employees, the control over emotions were strong than compared to female employees where they had a poor control over their emotions in job performance_(Priyam Dhaniala, 2017) several variables or factors that was influencing the employee performance which included including job satisfaction, organizational culture, leadership style, training and development opportunities, and performance feedback. The organisations should take some measures like creating a good work environment, opportunity for growth and development for effective job performance from the employees (Anastasios D Diamantidis, 2018) the connection between training of employee and performance of the employee in employee performance plays a major role. The study shows that there is a confident relationship between the training of an employee and performance of an employee. It stated that training acts a major role in the employee performance and that the organisations should invest huge money in training of

their employee so that the performance of the employee is developed_(Dr. Amir Elnaga, 2013). The author talks about how important is employee engagement in the recent times in the market as well for the company. It aims to give information about the employee engagement and its importance in the recent trends of the market and time. It also tells that there is no a clear definition about the employee engagement till day. It discussed about the factors like commitment, attachment, behaviour and attitude towards work has a significant impact on the employee engagement_(Neha Gupta, V. S., 2016) employee engagement plays a vital role in the organisations. The study states that if an employee should be engaged, he or she should have job stratification, organisational behaviour and the commitment to perform the job. If the company wants to increase its employee engagement it should make sure that there is a two-way communication between the employer and the employee_(M Sandhya Sridevi, S. M., 2010) the relationship between the employee engagement and the employee turnover is also one of the main concept comes under this study. If organisations give importance to the employee engagement, then it may have a huge impact on employee turnover in the organisations, because if the employee engagement is higher, then the employee turnover will be reduced and it can be significantly save the resources for the organisation or the company_(Jonathan Smith, N. M., 2014). This paper investigates the interface of mediating effect of employee engagement, employee trust and employee leadership and the employee behaviour. To conduct this study the author collected

data from 310 different employees and states that there is a negative effect on employee performance_(Riffut Jabeen, N. R., 2020)_it explores the organisational alignments over each individual employee performance. The analysis of this study states that the alignment and the engagement develop a better structure or a better model. The structure states that the alignment and performance have a huge impact on the individual performances_(Meera Alagaraja, B. S., 2015).

HYPOTHESIS.

H_0 : There is no relationship between employee engagement strategy and employee performance in the IT sector.

H_1 : There is a relationship between employee engagement strategy and employee performance in the IT sector.

METHODOLOGY

The research employed Qualitative Research as its primary methodology. The Survey Questionnaire was crafted using information extracted from literature, news articles, and reports. To ascertain question reliability, Cronbach Alpha was applied, and all questions yielded values greater than 0.7. The questionnaire was subsequently distributed to professionals from various corporate companies, resulting in 249 responses gathered through both offline and online (Google form) means. The data analysis involved Descriptive Statistics and Cross Tabulation techniques to examine the data and establish connections between the variables.

DATA ANALYSIS

What is your overall level of job satisfaction? * How often do you receive feedback or recognition for your work from your immediate supervisor? Crosstabulation

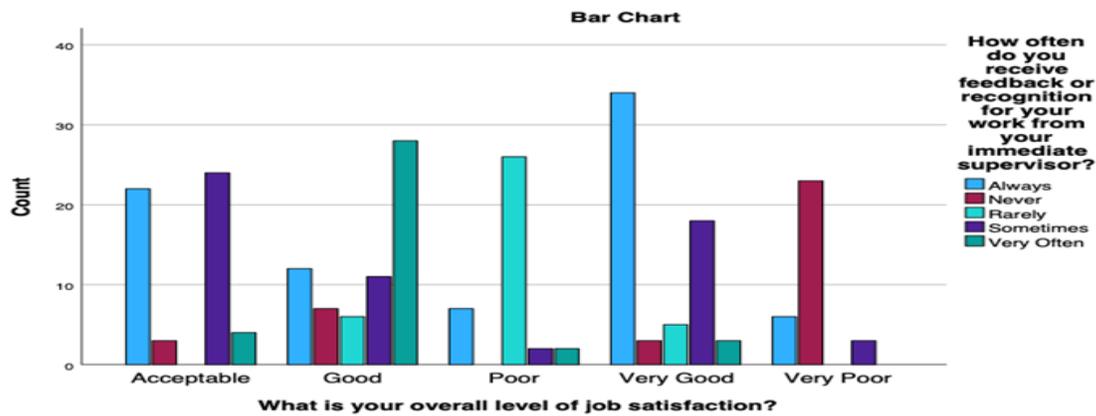
Count

		How often do you receive feedback or recognition for your work from your immediate supervisor?		
		Always	Never	Rarely
What is your overall level of job satisfaction?	Acceptable	22	3	0
	Good	12	7	6
	Poor	7	0	26
	Very Good	34	3	5
	Very Poor	6	23	0
Total		81	36	37

What is your overall level of job satisfaction? * How often do you receive feedback or recognition for your work from your immediate supervisor? Crosstabulation

Count

		How often do you receive feedback or recognition for your work from ...		Total
		Sometimes	Very Often	
What is your overall level of job satisfaction?	Acceptable	24	4	53
	Good	11	28	64
	Poor	2	2	37
	Very Good	18	3	63
	Very Poor	3	0	32
Total		58	37	249



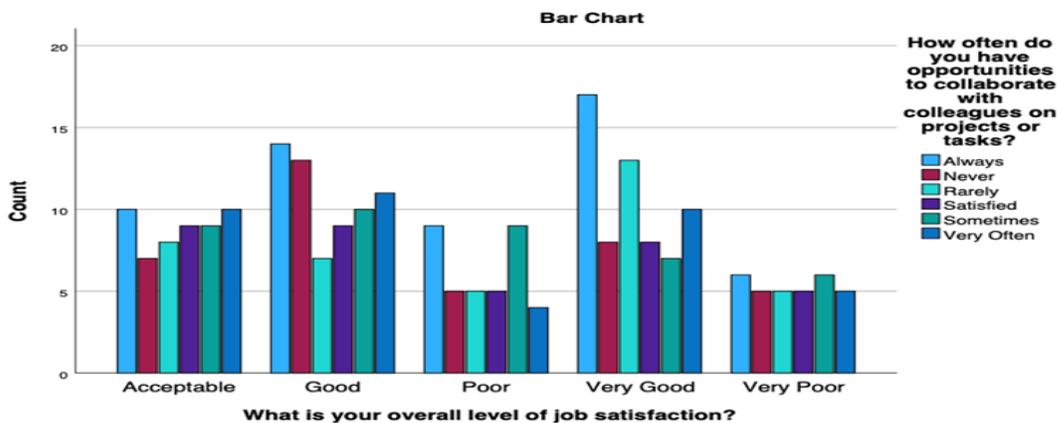
From the above table and chart, we can say that when the feedbacks are taken regularly and employees are given with the recognition, it will improve on their overall job satisfaction.

What is your overall level of job satisfaction? * How often do you have opportunities to collaborate with colleagues on projects or tasks? Crosstabulation

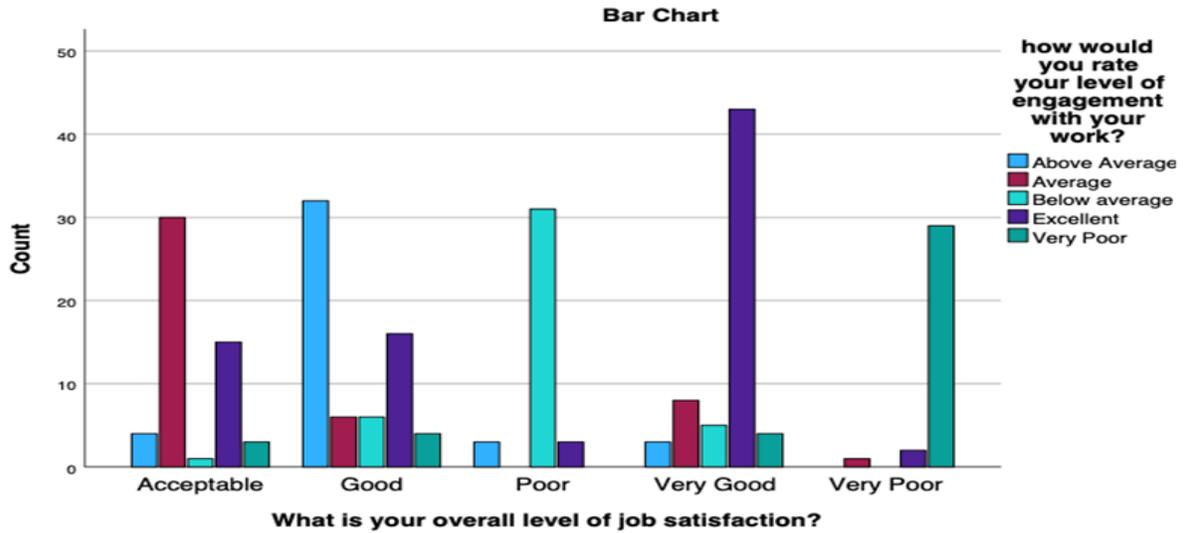
Count		How often do you have opportunities to collaborate with ...			
		Always	Never	Rarely	Satisfied
What is your overall level of job satisfaction?	Acceptable	10	7	8	9
	Good	14	13	7	9
	Poor	9	5	5	5
	Very Good	17	8	13	8
	Very Poor	6	5	5	5
Total		56	38	38	36

What is your overall level of job satisfaction? * How often do you have opportunities to collaborate with colleagues on projects or tasks? Crosstabulation

Count		How often do you have ...		Total
		Sometimes	Very Often	
What is your overall level of job satisfaction?	Acceptable	9	10	53
	Good	10	11	64
	Poor	9	4	37
	Very Good	7	10	63
	Very Poor	6	5	32
Total		41	40	249



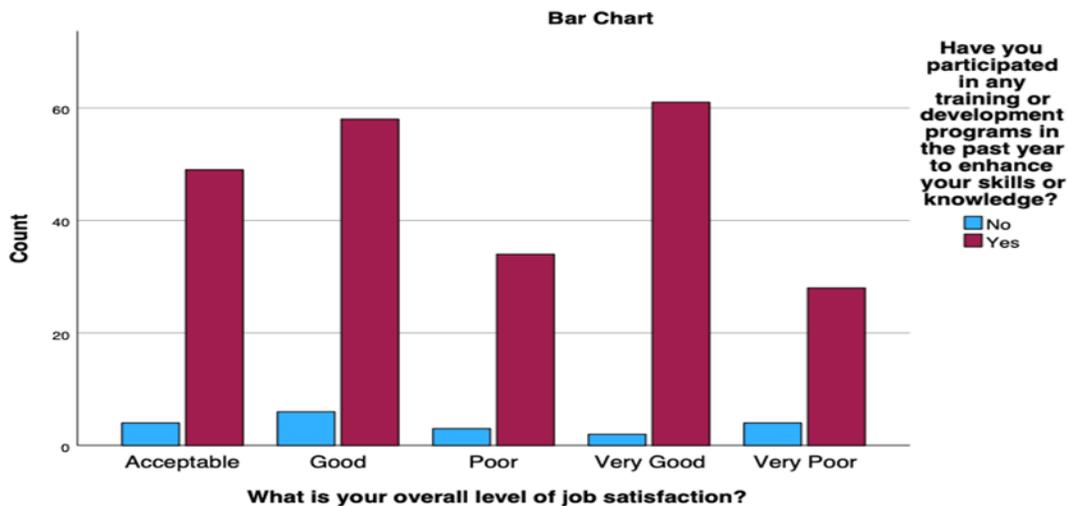
From the above table and chart, we can say that when there is collaboration with their colleagues on their projects or tasks, it will improve on their overall job satisfaction as the employees will be able to learn and develop new skills with the knowledge sharing among their colleagues and their expertise areas.



What is your overall level of job satisfaction? * Have you participated in any training or development programs in the past year to enhance your skills or knowledge? Crosstabulation

Count

		Have you participated in any training or development programs in the past year to enhance your skills or knowledge?		Total
		No	Yes	
What is your overall level of job satisfaction?	Acceptable	4	49	53
	Good	6	58	64
	Poor	3	34	37
	Very Good	2	61	63
	Very Poor	4	28	32
Total		19	230	249



From the above table and chart, we can say that when there is more engagement with the work , it will improve on their overall job satisfaction as the employees will be work with passion and develop expertise in their area of work.

**What is your overall level of job satisfaction? * how would you rate your level of engagement with your work?
Crosstabulation**

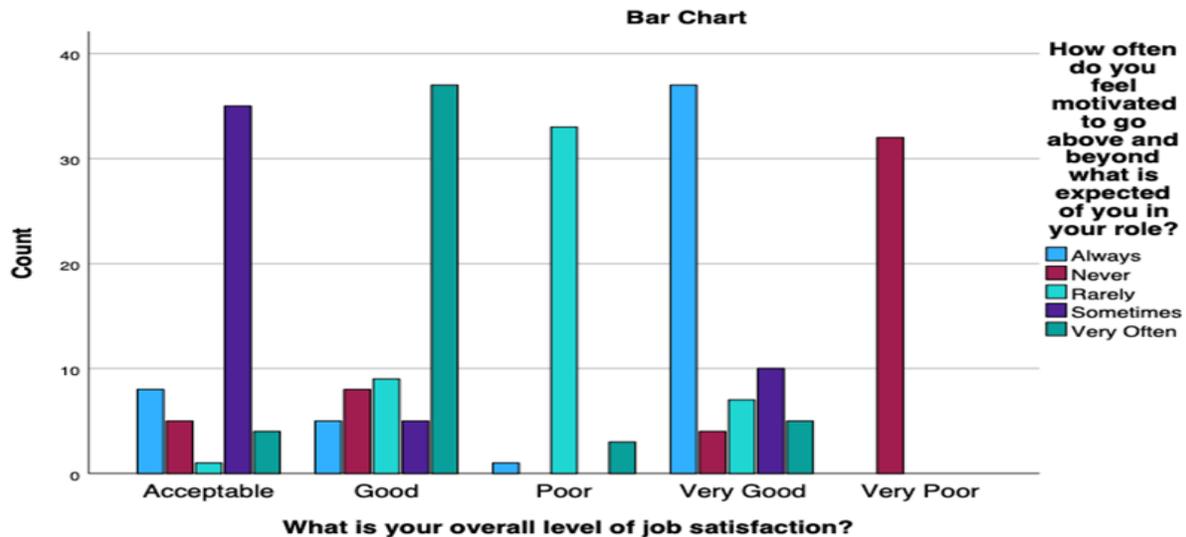
Count

		how would you rate your level of engagement with your ...			
		Above Average	Average	Below average	Excellent
What is your overall level of job satisfaction?	Acceptable	4	30	1	15
	Good	32	6	6	16
	Poor	3	0	31	3
	Very Good	3	8	5	43
	Very Poor	0	1	0	2
Total		42	45	43	79

**What is your overall level of job satisfaction? * how would you rate your level of engagement with your work?
Crosstabulation**

Count

		how would ...	
		Very Poor	Total
What is your overall level of job satisfaction?	Acceptable	3	53
	Good	4	64
	Poor	0	37
	Very Good	4	63
	Very Poor	29	32
Total		40	249



From the above table and chart, we can say that when there is motivation from the top-level management and peers and managers , it will improve on their overall job satisfaction as the employees.

What is your overall level of job satisfaction? * how would you rate your overall job performance in the past year? Crosstabulation

Count

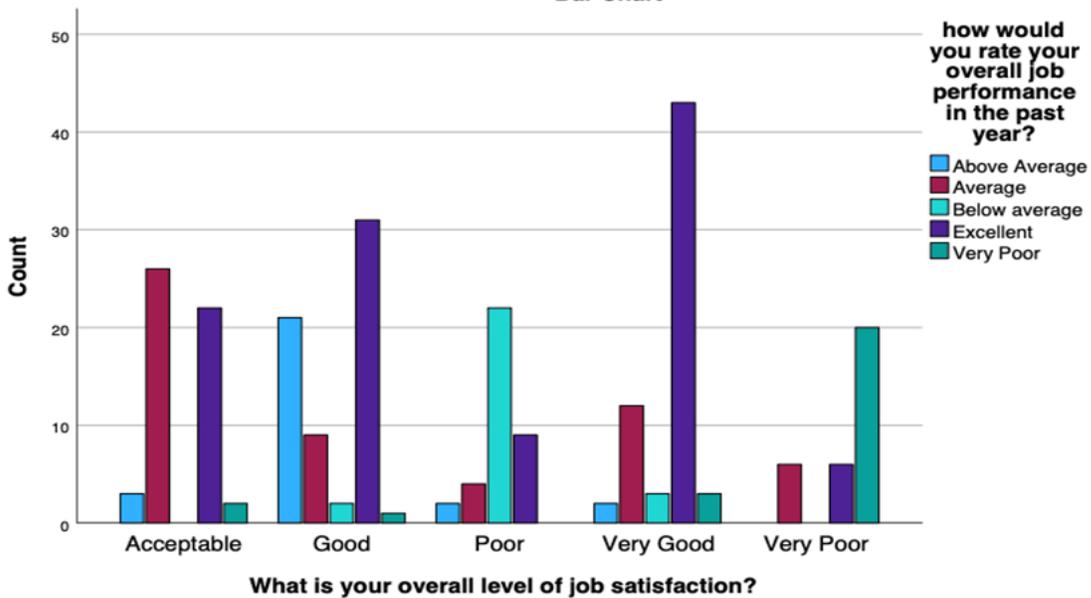
		how would you rate your overall job performance in the past ..			
		Above Average	Average	Below average	Excellent
What is your overall level of job satisfaction?	Acceptable	3	26	0	22
	Good	21	9	2	31
	Poor	2	4	22	9
	Very Good	2	12	3	43
	Very Poor	0	6	0	6
Total		28	57	27	111

What is your overall level of job satisfaction? * how would you rate your overall job performance in the past year? Crosstabulation

Count

		how would ..	
		Very Poor	Total
What is your overall level of job satisfaction?	Acceptable	2	53
	Good	1	64
	Poor	0	37
	Very Good	3	63
	Very Poor	20	32
Total		26	249

Bar Chart



What is your overall level of job satisfaction? * To what extent does employee engagement predict job performance in the IT sector? Crosstabulation

Count

		To what extent does employee engagement predict ..		
		Higher	Lower	Much Higher
What is your overall level of job satisfaction?	Acceptable	3	0	18
	Good	34	8	11
	Poor	1	30	6
	Very Good	5	4	43
	Very Poor	0	0	6
Total		43	42	84

What is your overall level of job satisfaction? * How often do you feel motivated to go above and beyond what is expected of you in your role? Crosstabulation

Count

		How often do you feel motivated to go above and beyond what is expected of you in your role?		
		Always	Never	Rarely
What is your overall level of job satisfaction?	Acceptable	8	5	1
	Good	5	8	9
	Poor	1	0	33
	Very Good	37	4	7
	Very Poor	0	32	0
Total		51	49	50

What is your overall level of job satisfaction? * How often do you feel motivated to go above and beyond what is expected of you in your role? Crosstabulation

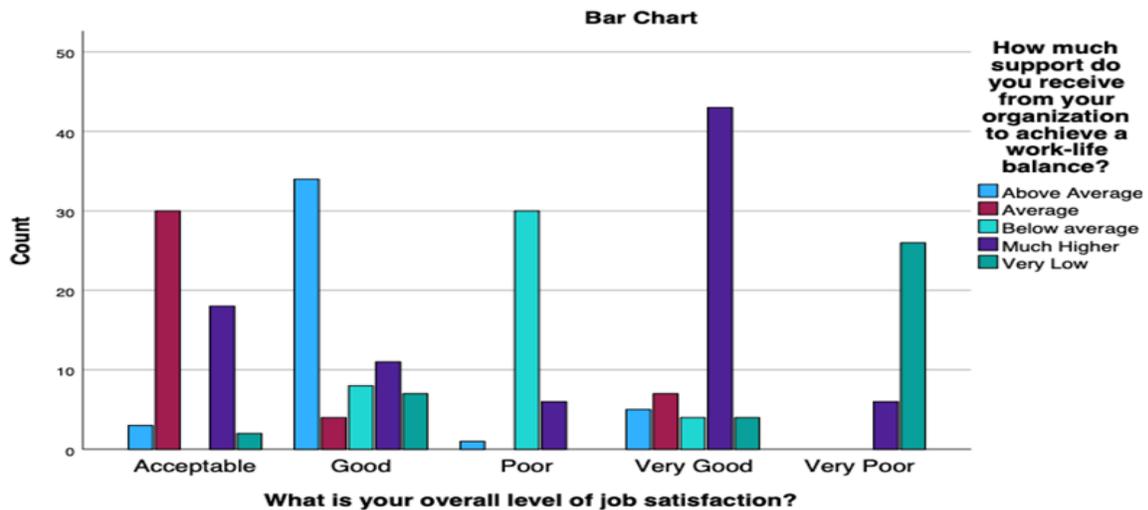
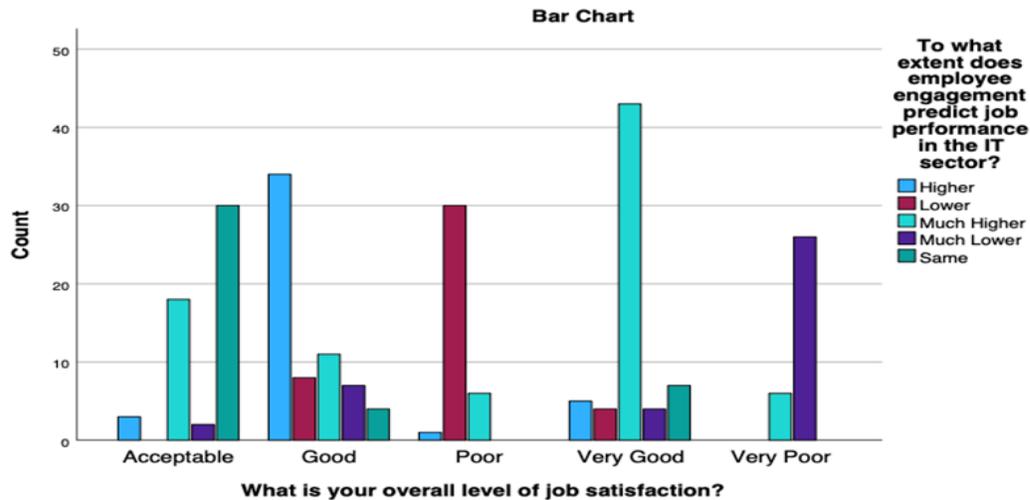
Count

		How often do you feel motivated to go above and beyond what is ...		Total
		Sometimes	Very Often	
What is your overall level of job satisfaction?	Acceptable	35	4	53
	Good	5	37	64
	Poor	0	3	37
	Very Good	10	5	63
	Very Poor	0	0	32
Total		50	49	249

What is your overall level of job satisfaction? * To what extent does employee engagement predict job performance in the IT sector? Crosstabulation

Count

		To what extent does employee ...		Total
		Much Lower	Same	
What is your overall level of job satisfaction?	Acceptable	2	30	53
	Good	7	4	64
	Poor	0	0	37
	Very Good	4	7	63
	Very Poor	26	0	32
Total		39	41	249



What is your overall level of job satisfaction? * How much support do you receive from your organization to achieve a work-life balance? Crosstabulation

Count

		How much support do you receive from your organization to achieve a work-life balance?		
		Above Average	Average	Below average
What is your overall level of job satisfaction?	Acceptable	3	30	0
	Good	34	4	8
	Poor	1	0	30
	Very Good	5	7	4
	Very Poor	0	0	0
Total		43	41	42

What is your overall level of job satisfaction? * How much support do you receive from your organization to achieve a work-life balance? Crosstabulation

Count

		How much support do you receive from your organization to achieve a ...		
		Much Higher	Very Low	Total
What is your overall level of job satisfaction?	Acceptable	18	2	53
	Good	11	7	64
	Poor	6	0	37
	Very Good	43	4	63
	Very Poor	6	26	32
Total		84	39	249

From the above table and chart, we can say that when there is support for the work life balance of the employees from their organization, it will improve on their overall job satisfaction as the employees as they will be able to give time for their life and in parallel perform well in their work and thereby improve their efficiency at work and also the mental health.

Summary of the Findings:

From the Cronback Alpha test, there is been a good reliability of the questionnaire created. Both from the qualitative and quantitative research, respondents feel that the organisations should take regular feedbacks from their employees, they should timely recognition the efforts put by the employees in delivering the output and they should be rewarded with correct rewards for their work. Managers should understand the different rewards what the employee is expecting for their work, and should be acknowledged with the same so it adds up to the sense of appreciation from the organization to their efforts and also act as the motivating factor in order to do their work effectively

in the future. There should be collaborations with their peers, so that they can exchange their knowledge and work together on each other's strengths and make them the team players. Working in the right team will make the employee to share their loads, and develop expertise knowledge in their field of work, and that will lead to the up skilling of the employee and also the greater sense of satisfaction. There should be motivation and support from the top-level management, managers and as well as peers. They should be given the right task and organization should assign the right task to the employees and get their best talents in the output of the work and this will also increase the job satisfaction level of the employees. Organisations should assign the tasks and targets in such a way that the employee will have the right work-life balance, so that they will have good refreshments and can work with more energy and thereby improving their quality of the work. They should have counselling team to understand the hardships faced by their employees both professionally and personally and provide the right guidance to them, and this will improve the mental well-being and efficiency. These

factors are being proved with the chi square test as the results between the variables checked are significant and we can conclude that these variables have got the impact on the satisfaction level of the employee in their work in the organization.

RECOMMENDATIONS

- Prioritizing work-life balance support is crucial for organizations to actively support their employees. Offering flexible work arrangements and prioritizing personal time will increase employee satisfaction, resulting in better job performance and mental health.
- Enhance Motivation and Recognition: Top-level management and managers should focus on motivating employees through positive reinforcement and recognition. Acknowledging employees' efforts and achievements regularly will enhance their overall job satisfaction and establish a positive work environment.
- Foster collaboration and knowledge sharing by promoting teamwork on projects and tasks. Encourage knowledge sharing and skill development through teamwork. Learning from each other and utilizing their areas of expertise will increase employee engagement and satisfaction.
- Create mechanisms for regular feedback within the organization. Constructive feedback on performance and contributions is important for employees. By combining feedback with recognition, you can reinforce positive behaviors and increase job satisfaction.
- Organizations should take a holistic approach to employee well-being, considering work-life balance, motivation, collaboration, and recognition. Collectively addressing these aspects will enhance both job satisfaction and organizational performance.
- Employee Assistance Programs (EAPs): Implement Employee Assistance Programs to support employees' mental health and well-being. By providing resources and counseling services, these programs assist employees in coping with stress and personal challenges, resulting in enhanced job satisfaction.
- Provide managers with leadership skills to motivate and support their teams. A positive work environment and higher job satisfaction and productivity can be achieved through strong leadership.
- To assess the effectiveness of current strategies and recognize areas for growth, conduct employee satisfaction surveys at regular intervals. Continuously improve job satisfaction levels by acting upon received feedback.
- Promote a Culture of Appreciation: Foster a culture of appreciation and gratitude within the organization. Inspire employees to recognize and celebrate each other's accomplishments. Colleagues valuing and appreciating each other can greatly impact job satisfaction.
- Organizations can enhance employee satisfaction, engagement, and overall well-being by adopting these recommendations, resulting in a positive and fulfilling work environment that leads to improved organizational performance and success.

CONCLUSION

By looking at the test which was conducted we can come to a statement that there is relationship among the engagement and performance of an employee in IT sector. To increase the employee engagement the employer or the company can follow some practices like Making sure that the company or the employer is recognising the employee for the work which he/she done. The company can recognise the employee by promoting the employee, giving spot incentive and they can also encourage employees by giving them employee of the month award which includes some interesting rewards like paid one day trip or spot cash incentive. I would like to conclude that according to the study the company should make sure that the companies or the employer should provide opportunities to collaborate with the colleagues. Doing so the employee can increase his connections in the company which directly impacts on the overall engagement of an employee which is directly leading to performance of the employee also the company should make sure that the work load and work schedule is properly allotted and the company or the employer should give enough time to perform a

particular job so that there is no stress in employee engagement and performance. It is very important for the company and the employer that they both should support the employee while he/she performs any job. Supporting employee can be in financial and non-financial support, financial support is providing the right salary for the work, providing medical insurance, giving travelling facility (cab facility) and non-financial support can be doing some stress management activities in the company, making sure that the work environment is properly maintained, making sure that the common area in the organisations is sanitised and many more.

REFERENCE

- [1] Brad Shuck, M., Rocco, T. S., & Alborno, C. A. (2011). Exploring employee engagement from the employee perspective: Implications for HRD. *Journal of European Industrial Training*, 35(4), 300-325.
- [2] Truss, C., Shantz, A., Soane, E., Alfes, K., & Delbridge, R. (2013). Employee engagement, organisational performance and individual well-being: exploring the evidence, developing the theory. *The international journal of human resource management*, 24(14), 2657-2669.
- [3] Slack, R. E., Corlett, S., & Morris, R. (2015). Exploring employee engagement with (corporate) social responsibility: A social exchange perspective on organisational participation. *Journal of business ethics*, 127, 537-548.
- [4] Lee, Y., Shin, H. Y., Park, J., Kim, W., & Cho, D. (2017). An integrative literature review on employee engagement in the field of human resource development: Exploring where we are and where we should go. *Asia Pacific Education Review*, 18, 541-557.
- [5] Haddud, A., Dugger, J. C., & Gill, P. (2016). Exploring the impact of internal social media usage on employee engagement. *Journal of social media for Organizations*, 3(1), 1-23.
- [6] Ahmed, U., Phulpoto, W., Umrani, W. A., & Abbas, S. I. (2015). Diving deep in employee training to understand employee engagement.
- [7] Jabeen, R., & Rahim, N. (2021). Exploring the effects of despotic leadership on employee engagement, employee trust and task performance. *Management Science Letters*, 11(1), 223-232.
- [8] A Marcus, N. M. (2017). IMPACT OF THE DEMOGRAPHIC VARIABLES ON THE EMPLOYEE ENGAGEMENT.
- [9] Adiarani, P. G. (2019). Prameswari Graceshia Adiarani The Effects of Job Characteristics on Work Engagement.
- [10] Anastasios D Diamantidis, P. C. (2018). Factors affecting employee performance: an empirical approach.
- [11] ANU JOSSY JOY, D. G. (2018). Impact of job Stress on Employee Performance: A Study of Software Professionals in Kerala.
- [12] Dr. Amir Elnaga, A. I. (2013). The Effect of Training on Employee Performance.
- [13] Gifty Naa Boafoa Okine, G. Y. (2021). Employee Motivation and its Effects on Employee productivity/Performance.
- [14] Grag, D. P. (2014). IMPACT OF EMPLOYEE ENGAGEMENT ON IT SECTOR.
- [15] Ipsita Mohapatra, D. B. (2018). Impact of Employee Empowerment on Employee Performance.
- [16] Jamie A Gruman, A. M. (2010). Performance Management and Employee Engagement.
- [17] Md Mobarak Karim, M. M. (2019). The Impact of Training and Development on Employees' Performance: An Analysis of Quantitative Data.
- [18] Mrs. Kavitha Dasari, P. D. (2018). Impact of Job Satisfaction on Employee Job Performance in Information Technology Industry –A Select Study in Bangalore.
- [19] Naman Sharma, P. G. (2017). Psychological Contract and Psychological Empowerment as Employee Engagement Drivers in Indian IT Sector.
- [20] Patro, C. S. (2013). The Impact of Employee on Organization's Productivity .
- [21] Poornima V, D. S. (2015). Performance Appraisal System and Employee Satisfaction among its Employees in Bangalore.
- [22] Priyam Dhanial, T. S. (2017). Effect of Emotional Intelligence on Job Performance of IT employees: A gender study.
- [23] Roy Setiawan, L. P. (2021). The Impact of Leadership Styles on Employees Productivity in Organizations: A Comparative Study Among Leadership Styles.

- [24] S Sathyanarayana, P. S. (2017). DETERMINANTS OF EMPLOYEE ENGAGEMENT IN INDIAN IT SECTOR.
- [25] Sarjue Pandita, R. S. (2017). The Influence of Employee Engagement on the Work-Life Balance of Employees in the IT Sector.
- [26] Thakur, P. (2014). The Effect of Employee Engagement on Job Satisfaction in IT Sector.
- [27] Vikas Gautam, H. V. (2021). Determinants of Employee Engagement: A Study of Select Information Technology Firms.
- [28] Jonathan Smith, N. M. (2014). Exploring The Relationship Between Employee Engagement And Employee Turnover.
- [29] M Sandhya Sridevi, S. M. (2010). Employee Engagement: The Key to Improving Performance.
- [30] Meera Alagaraja, B. S. (2015). Exploring Organizational Alignment-Employee Engagement Linkages and Impact on Individual Performance: A Conceptual Model.
- [31] Neha Gupta, V. S. (2016). Exploring Employee Engagement—A Way to Better Business Performance.
- [32] Riffut Jabeen, N. R. (2020). Exploring the effects of despotic leadership on employee engagement, employee trust and task performance.