



A STUDY ON EMPLOYEE ENGAGEMENT METRICS IN KPO INDUSTRY

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ABSTRACT

The main aim of the study is to study means and methods of improving employee engagement metrics in KPO industry and factors influencing employee engagement in the KPO industry. The respondents were asked to rate each item on a five-point Likert scale, ranging from strongly agree to strongly disagree about their views on employee engagement. As the reliability coefficients were statistically significant, the instrument was used for the main data collection. Simple random sampling was used to select the employees from all cadres who are working in KPO industry in Tamil Nadu. A total of 400 questionnaires were distributed, and 385 valid responses were collected, resulting in a 96.2 percent response rate. The study shows that the employee engagement metrics namely turnover interactions is differ among the different age group of the respondents in the study area and also employee engagement metrics namely turnover interactions is differ among the different monthly income of the respondents in the study area. Manager trusts me and treats me with respect is the important engage leadership factor influencing the employee engagement in the KPO industry and occupies the first rank. It is suggested that the KPO industry may concentrate on the employee engagement metrics namely turnover interactions among different age group of the respondents.

KEY WORDS: Employee engagement, Employee engagement metrics, Turnover interactions and Engage leadership factor

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INTRODUCTION

Employee engagement is associated with the level of involvement of an employee at work place and level of interest in the work. It is further concerned with the mind set of an employees and focus on employees attitude (positive and negative). The level of engagement also affect to productivity, performance, retention and employees

satisfaction at work place. Today each and every organization wish to retain employees, just to recruit the right personnel is not important but also it is equally important to retain and use his full potential for the development of an organization.

STATEMENT OF THE PROBLEM

Employee engagement is more a psychological contract than a physical one. It is



the something the employee has to offer. Employees make a choice about how they act, and the degree to which they are engaged. Engaged employees' sense stimulated by their work; they are customer focused in their attitude, they care about the future of the company and are set to invest their effort to see that the organization prospers.

Employee Engagement is sloping downward and there is a poignant disengagement among employees in the KPO industry because of lack of good organizational environment and policies such as deficiency in management support, recognition and advancement, insufficient resources support etc. Though KPO industry spends more interest in increasing the employee commitment and engagement, but the level of improvement in this area is proved to be less.

OBJECTIVES OF THE STUDY

- 1) To study the means and methods of improving employee engagement metrics in KPO industry
- 2) To identify the factors influencing employee engagement in the KPO industry

METHODOLOGY

A survey questionnaire was intended to study means and methods of improving employee engagement metrics in KPO industry

and factors influencing employee engagement in the KPO industry. The respondents were asked to rate each item on a five-point Likert scale, ranging from strongly agree to strongly disagree about their views on employee engagement. As the reliability coefficients were statistically significant, the instrument was used for the main data collection. Simple random sampling was used to select the employees from all cadres who are working in KPO industry in Tamil Nadu. A total of 400 questionnaires were distributed, and 385 valid responses were collected, resulting in a 96.2 percent response rate.

ANALYSIS AND INTERPRETATION

Association between age group of the sample respondents and Employee engagement metrics

To find out the association between age group of the sample respondents and employee engagement metrics, analysis has been made with the following null hypothesis.

Null Hypothesis (H₀) : "There is no significant association between the age group of the sample respondents and employee engagement metrics".

To test the above null hypothesis, one way ANOVA test has been used and the result is presented in the following table.

Table1

One Way ANOVA for Employee engagement metrics based on age group of sample respondents

Employee engagement metrics	Age group	Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	133.835	4	33.459	2.221	.066
	Within Groups	5725.256	380	15.066		
	Total	5859.091	384			
Turnover Intentions	Between Groups	415.327	4	103.832	3.955	.004
	Within Groups	9976.492	380	26.254		
	Total	10391.818	384			
Absenteeism	Between Groups	500.468	4	125.117	8.604	.000
	Within Groups	5525.958	380	14.542		
	Total	6026.426	384			
Persistence	Between Groups	271.775	4	67.944	12.667	.000
	Within Groups	2038.215	380	5.364		
	Total	2309.990	384			

Source: Computed Data



The ANOVA test highlights that there is no statistically significant relationship between age group of the respondents and employee engagement metrics namely job satisfaction. Therefore, **H₀ is accepted** (p-value 0.066 > 0.05) at 5% level of significance. Further it is found that the employee engagement metrics namely job satisfaction is not varied among different age group of the respondents.

The ANOVA test further shows that there is a statistically significant relationship between age group of the sample respondents and employee engagement metrics namely turnover interactions. Therefore, **H₀ is rejected** (p-value 0.004 < 0.05) at 5% level of significance. That is the sample respondents differ significantly in employee engagement metrics namely turnover interactions when they are classified based on their age group. Hence it is inferred that the employee engagement metrics namely turnover interactions is differ among the different age group of the respondents in the study area. It is suggested that the KPO industry may concentrate on the employee engagement metrics namely turnover interactions among different age group of the respondents.

The ANOVA test further highlights that there is a statistically significant relationship between age group of the sample respondents and employee engagement metrics namely absenteeism. Therefore, **H₀ is rejected** (p-value 0.000 < 0.05) at 5% level of significance. That is the sample respondents differ significantly in employee engagement metrics namely absenteeism when they are classified based on their age group. Hence it is inferred that the employee engagement metrics namely

absenteeism is differ among the different age group of the respondents in the study area. It is suggested that the KPO industry may concentrate on the employee engagement metrics namely absenteeism among different age group of the respondents.

The ANOVA test further indicates that there is a statistically significant relationship between age group of the sample respondents and employee engagement metrics namely persistence. Therefore, **H₀ is rejected** (p-value 0.000 < 0.05) at 5% level of significance. That is the sample respondents differ significantly in employee engagement metrics namely absenteeism when they are classified based on their age group. Hence it is inferred that the employee engagement metrics namely persistence is differ among the different age group of the respondents in the study area. It is suggested that the KPO industry may concentrate on the employee engagement metrics namely persistence among different age group of the respondents.

Association between educational level of the sample respondents and Employee engagement metrics

To find out the association between educational level of the sample respondents and employee engagement metrics, analysis has been made with the following null hypothesis.

Null Hypothesis (H₀) : "There is no significant association between the educational level of the sample respondents and employee engagement metrics".

To test the above null hypothesis, one way ANOVA test has been used and the result is presented in the following table.

Table 2
One Way ANOVA for Employee engagement metrics based on educational level of sample respondents

Employee engagement metrics	Educational level	Sum of Squares	df	Mean Square	F	Sig.
Job Satisfaction	Between Groups	20.163	2	10.082	.660	.518



	Within Groups	5838.928	382	15.285		
	Total	5859.091	384			
Turnover Intentions	Between Groups	55.948	2	27.974	1.034	.357
	Within Groups	10335.871	382	27.057		
	Total	10391.818	384			
Absenteeism	Between Groups	81.641	2	40.820	2.623	.074
	Within Groups	5944.785	382	15.562		
	Total	6026.426	384			
Persistence	Between Groups	8.537	2	4.269	.709	.493
	Within Groups	2301.452	382	6.025		
	Total	2309.990	384			

Source: Computed Data

The ANOVA test highlights that there is no statistically significant relationship between educational level of the respondents and employee engagement metrics namely job satisfaction. Therefore, **H₀ is accepted** (p-value $0.518 > 0.05$) at 5% level of significance. Further it is found that the employee engagement metrics namely job satisfaction is not varied among different educational level of the respondents.

The ANOVA test further highlights that there is no statistically significant relationship between educational level of the respondents and employee engagement metrics namely turnover intentions. Therefore, **H₀ is accepted** (p-value $0.357 > 0.05$) at 5% level of significance. Further it is found that the employee engagement metrics namely turnover intentions is not varied among different educational level of the respondents.

The ANOVA test further reveals that there is no statistically significant relationship between educational level of the respondents and employee engagement metrics namely absenteeism. Therefore, **H₀ is accepted** (p-value $0.074 > 0.05$) at 5% level of significance. Further it is found that the employee engagement metrics namely

absenteeism is not varied among different educational level of the respondents.

The ANOVA test further indicates that there is no statistically significant relationship between educational level of the respondents and employee engagement metrics namely persistence. Therefore, **H₀ is accepted** (p-value $0.493 > 0.05$) at 5% level of significance. Further it is found that the employee engagement metrics namely persistence is not varied among different educational level of the respondents.

Association between monthly income of the sample respondents and Employee engagement metrics

To find out the association between monthly income of the sample respondents and employee engagement metrics, analysis has been made with the following null hypothesis.

Null Hypothesis (H₀): "There is no significant association between the monthly income of the sample respondents and employee engagement metrics".

To test the above null hypothesis, one way ANOVA test has been used and the result is presented in the following table.

Table 3
One Way ANOVA for Employee engagement metrics based on monthly income of sample respondents

Employee engagement metrics	Monthly income	Sum of Squares	df	Mean Square	F	Sig.
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Job Satisfaction	Between Groups	34.239	3	11.413	.747	.525
	Within Groups	5824.852	381	15.288		
	Total	5859.091	384			
Turnover Intentions	Between Groups	251.205	3	83.735	3.146	.025
	Within Groups	10140.613	381	26.616		
	Total	10391.818	384			
Absenteeism	Between Groups	109.644	3	36.548	2.353	.072
	Within Groups	5916.782	381	15.530		
	Total	6026.426	384			
Persistence	Between Groups	259.175	3	86.392	16.050	.000
	Within Groups	2050.814	381	5.383		
	Total	2309.990	384			

Source: Computed Data

The ANOVA test highlights that there is no statistically significant relationship between monthly income of the respondents and employee engagement metrics namely job satisfaction. Therefore, **H₀ is accepted** (p-value $0.525 > 0.05$) at 5% level of significance. Further it is found that the employee engagement metrics namely job satisfaction is not varied among different monthly income of the respondents.

The ANOVA test further highlights that there is a statistically significant relationship between monthly income of the sample respondents and employee engagement metrics namely turnover interactions. Therefore, **H₀ is rejected** (p-value $0.025 < 0.05$) at 5% level of significance. That is the sample respondents differ significantly in employee engagement metrics namely turnover interactions when they are classified based on their monthly income. Hence it is inferred that the employee engagement metrics namely turnover interactions is differ among the different monthly income of the respondents in the study area. It is suggested that the KPO industry may concentrate on the employee engagement metrics namely turnover interactions among different monthly income of the respondents.

The ANOVA test highlights that there is no statistically significant relationship between monthly income of the respondents and employee engagement metrics namely absenteeism. Therefore, **H₀ is accepted** (p-value $0.072 > 0.05$) at 5% level of significance. Further it is found that the employee engagement metrics namely absenteeism is not varied among different monthly income of the respondents.

The ANOVA test further indicates that there is a statistically significant relationship between monthly income of the sample respondents and employee engagement metrics namely persistence. Therefore, **H₀ is rejected** (p-value $0.000 < 0.05$) at 5% level of significance. That is the sample respondents differ significantly in employee engagement metrics namely persistence when they are classified based on their monthly income. Hence it is inferred that the employee engagement metrics namely persistence is differ among the different monthly income of the respondents in the study area. It is suggested that the KPO industry may concentrate on the employee engagement metrics namely persistence among different monthly income of the respondents.

Table 4

Engage leadership factor influencing employee engagement in the KPO industry

Sl. No	Engage leadership factor	Mean Score	SD	Rank
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1.	Managers in this organization encourage two-way communication that promotes open and honest dialogue and understanding	5.8883	1.42905	II
2.	My manager trusts me and treats me with respect	5.9091	1.43052	I
3.	My manager makes me feel my contributions are valued	5.6494	1.44847	III
4.	Senior Managers in our organization lead by example	5.5039	1.35424	V
5.	I can count on my supervisor to back me up on the actions I take to address a customer's dissatisfaction	5.6104	1.41749	IV

Source: Computed data

Table 4 highlights the mean and standard deviation of the sample respondents with regard to engage leadership factor influencing the employee engagement in the KPO industry. Manager trusts me and treats me with respect is the important engage leadership factor influencing the employee engagement in the KPO industry and occupies the first rank with the mean score of 5.9091, managers in this organization encourage two-way communication that promotes open and honest dialogue and understanding is the next important engage leadership factor influencing

the employee engagement in the KPO industry occupies the second rank with the mean score of 5.8883, manager makes feel contributions are valued is another important engage leadership factor influencing the employee engagement in the KPO industry and occupies third rank with the mean score of 5.6494 and senior managers in our organization lead by example is the last important engage leadership factor influencing the employee engagement in the KPO industry and occupies the last rank with the mean score of 5.5039.

Table 5
Perceived Organizational Support factor influencing employee engagement in the KPO industry

Sl. No	Perceived Organizational Support factor	Mean Score	SD	Rank
1.	The organization values my contribution to its well-being	4.3610	1.90587	V
2.	If the organization could hire someone to replace me at a lower salary it would do so	5.4961	1.31917	II
3.	My organization really cares about my well-being	5.3766	1.33891	IV
4.	The organization has appropriate family friendly policies	5.8286	1.15322	I
5.	Help is available from the organization when I have a problem	5.4390	1.25915	III

Source: Computed data

Table 5 highlights the mean and standard deviation of the sample respondents with regard to perceived organizational support

factor influencing the employee engagement in the KPO industry. Organization has appropriate family friendly policies is the



important perceived organizational support factor influencing the employee engagement in the KPO industry and occupies the first rank with the mean score of 5.8286, if the organization could hire someone to replace me at a lower salary it would do so is the next important perceived organizational support factor influencing the employee engagement in the KPO industry occupies the second rank with the mean score of 5.4961, help is available from the organization when I have a

problem is another important perceived organizational support factor influencing the employee engagement in the KPO industry and occupies third rank with the mean score of 5.4390 and the organization values contribution to its well-being is the last important perceived organizational support factor influencing the employee engagement in the KPO industry and occupies the last rank with the mean score of 4.3610.

Table 6
Organizational commitment factor influencing employee engagement in the KPO industry

Sl. No	Organizational commitment factor	Mean Score	SD	Rank
1.	Employees in teamwork cooperate to get the job done	5.8883	1.26676	I
2.	This organization has a clear set of values underpinning continuous employee involvement	5.6234	1.36014	III
3.	I am proud of this organization's identity	5.6000	1.35823	IV
4.	I feel part of a family working for this organization	5.6649	1.31476	II
5.	The organization inspires loyalty and engagement in its employees	5.4883	1.37139	V

Source: Computed data

Table 6 highlights the mean and standard deviation of the sample respondents with regard to organizational commitment factor influencing the employee engagement in the KPO industry. Employees in teamwork cooperate to get the job done is the important organizational commitment factor influencing the employee engagement in the KPO industry and occupies the first rank with the mean score of 5.8883, feel part of a family working for this organization is the next important organizational commitment factor influencing the employee engagement in the KPO industry

occupies the second rank with the mean score of 5.6649, organization has a clear set of values underpinning continuous employee involvement is another important organizational commitment factor influencing the employee engagement in the KPO industry and occupies third rank with the mean score of 5.6234 and the organization inspires loyalty and engagement in its employees is the last important organizational commitment factor influencing the employee engagement in the KPO industry and occupies the last rank with the mean score of 5.4883.

Table 7
Job enrichment factor influencing employee engagement in the KPO industry

Sl. No	Job enrichment factor	Mean Score	SD	Rank
1.	Job enrichment makes me feel responsible for	5.7870	1.18644	I



	and appreciation of my job and its results			
2.	Job enrichment encourages me to raise my motivity and job satisfaction	5.7766	1.30583	II
3.	My multi skills, autonomy and feedback help improvey performance	5.7039	1.36573	III
4.	In general job enrichment makes me do the tasks in a high-quality performance	5.6104	1.33810	IV

Source: Computed data

Table 7 highlights the mean and standard deviation of the sample respondents with regard to job enrichment factor influencing the employee engagement in the KPO industry. Job enrichment makes feel responsible for and appreciation of job and its results is the important job enrichment factor influencing the employee engagement in the KPO industry and occupies the first rank with the mean score of 5.7870, job enrichment encourages to raise motivity and job satisfaction is the next important job enrichment factor influencing the employee engagement in the KPO industry occupies the second rank with the mean score of 5.7766, multi skills, autonomy and feedback help improve performance is another important job enrichment factor influencing the employee engagement in the KPO industry and occupies third rank with the mean score of 5.7039 and job enrichment makes do the tasks in a high-quality performance is the last important job enrichment factor influencing the employee engagement in the KPO industry and occupies the last rank with the mean score of 5.6104.

SUGGESTIONS

- ✓ It is suggested that the KPO industry may concentrate on the employee engagement metrics namely turnover interactions among different age group of the respondents.
- ✓ It is suggested that the KPO industry may concentrate on the employee engagement metrics namely persistence among different age group of the respondents.
- ✓ It is suggested that the KPO industry may concentrate on the employee engagement metrics namely turnover interactions

among different monthly income of the respondents.

- ✓ It is suggested that the KPO industry may concentrate on the employee engagement metrics namely persistence among different monthly income of the respondents.

CONCLUSION

The above study analyzed the means and methods of improving employee engagement metrics in KPO industry and factors influencing employee engagement in the KPO industry. The study shows that the employee engagement metrics namely turnover interactions is differ among the different age group of the respondents in the study area and also employee engagement metrics namely turnover interactions is differ among the different monthly income of the respondents in the study area. Manager trusts me and treats me with respect is the important engage leadership factor influencing the employee engagement in the KPO industry and occupies the first rank and managers in this organization encourage two-way communication that promotes open and honest dialogue and understanding is the next important engage leadership factor influencing the employee engagement in the KPO industry occupies the second rank.

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