

# Impact Of COVID-19 On Employee Engagement In IT And Teaching Sector With Reference To Chennai City

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**Abstract-**The pandemic due to COVID-19 have changed the life of an employee in various sectors. A happy and satisfied employee opens the way of success to his/her organization. Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Employee engagement is not the same as employee satisfaction. It can be said that the COVID-19 pandemic period is a period of trial related to relationships in both the dimensions – professional and personal (Meenakshi Kaushik & Neha Guleria, 2020). In this context, the present study is about the impact of COVID-19 on employee engagement in IT and teaching sector. A questionnaire survey was handled out to evaluate the impact of COVID-19 on employee engagement in these sectors.

**Index terms** -COVID-19, Employee Engagement, Employee Relations.

## I. INTRODUCTION:

“To win in the marketplace you must first win in the workplace” – Doug Conant<sup>1</sup>

The world is diverse today than it was a year before. COVID-19 has swept across our communities and we continue to experience disturbance in our homes and workplaces. The best thing we as privileged can do is lean in. Pay attention to your employees, identify with their utmost concern, converse repeatedly and confidently, and be bendy and encouraging to meet their requirements. Our mission at Quantum Workplace is to make work better every day—but sometimes there are situation that make that challenging. The rooting for success can be

influenced by the factors affection the employee engagement in IT and teaching sectors. As the COVID-19 virus began to surge in the Chennai and other states governments started to implement strict lockdowns and social distancing guidelines. Many workers have lost their jobs. Fundamental employees have faced new standard operating procedures and restrictions to protect the health and well-being of workers and customers<sup>2</sup>. And numerous organizations moved their complete workforces to impermanent

Isolated work and telecommuting this worldwide pandemic has mandatory businesses to make drastic changes to the place of work, and as a result, caused complete trouble to the employee experience. This research work is to find the impact of COVID-19 on employee engagement in IT and teaching sector with few factors like employee emotions, culture, communication, good relation etc.,

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## **II. NEED AND IMPORTANCE OF THE STUDY:**

After employees are occupied, they are more likely to invest in the occupation they do which leads to a higher value of work created. By investing in employee engagement, any company will be able to increase productivity, work quality and retain top talent. Employee engagement is rapidly becoming one of the most vital indicators in gauging work fulfillment. So in order to give a enjoyable working knowledge to all the employees, there is a need to study the employee engagement in work place. Very few researchers have given a brief touch on employee engagement in IT and teaching sector in the Indian scenario. However, this research work attempts to provide an in-depth analysis on the employee engagement following COVID-19 which induces fresher's who are yet to begin their work in Chennai city.

## **III. STATEMENT OF PROBLEM:**

According to Gallup, worldwide employee engagement is at an unimaginably low 13 percentage<sup>3</sup>. Perhaps what's more shocking is that this number has barely budged in years. This research work studies the employee relationship with the manager, convenient with the organization culture, aligned with the mission of the organizations, etc. In this context, this research paper is tried to make its analysis.

## **IV.SCOPE OF THE STUDY:**

Employee engagement is the act of creating and cultivation a working environment where employees feel best able to perform their jobs to a high standard. With research showing that investing in this type of environment results in a highly engaged workforce, improving business performance and prosperity. Various studies have been done in the field of employee engagement, but the study on the IT and teaching employee, who form the bulk of the employee category is unique in nature and it is a new investigation altogether. Thus, the nature of the present study is of great importance.

#### **V.OBJECTIVES OF THE STUDY:**

- To understand the importance of employee engagement following COVID-19.
- To identify the factors influencing employee engagement in IT & teaching sectors following COVID-19.
- To analyze the impact of employee performance on employee engagements in IT & Teaching sectors following COVID-19.

#### **VI.REVIEW OF LITERATURE:**

\*According to **Kevin M. Kniffin and Stephanie J. Creary et.al., (2020)** age, race and ethnicity, gender, family status, personality, cultural difference are the moderating factors while the unemployment and layoff, presenteeism, economic inequality, social distancing and loneliness, stress and burnout and addiction are the economic and social psychological impacts. The emergent changes in work practices focuses on the work from home, virtual teams, virtual leadership and management.

\***Blustein et.al. (2020)** stated that the COVID-19 pandemic evoked massive unemployment global challenges across the entire world. (**p & Shahid, 2020**), stated in their research article, because of COVID-19, the social connectedness is lost and people were recommended to WFH (Work From Home).

\***Hafiz Ali Hassan and Sayyed Khawar Abbas, et.al (2018)**, declared that the employee engagement it is very important to create the self-evaluation set-up for employees in which employee evaluate their self. Treatment to employees must contain fairness and there should be better services and environment to employees. This can create an immense situation and could enhance employee engagement. This study having implications for organization and policymakers.

\*According to **Masskom, (2015)**, The International Survey Research (ISR) defines employee engagement as, “a process by which an organization increases commitment and continuation of its employees to the achievement of superior results.” ISR says commitment is in three forms cognitive commitment (think), affective commitment (feel) and behavioral commitment (act).

#### **VII. HYPOTHESIS OF THE STUDY:**

**H01:** There is no prediction of impact on employee performance by employee engagement in IT sector following COVID-19.

**H02:** There is no prediction of impact on employee performance by employee engagement in teaching sector following COVID-19.

## VIII. RESEARCH METHODOLOGY:

### A. Research Design:

This is a scientific and systematic study. The basic information is obtained through the survey method by administering a questionnaire through personal enquiries. Statistical tools are used to identify the different factors affecting employee engagement in the IT and teaching sectors.

### B. Pilot study and Pre-study:

A pilot study was conducted to validate the questionnaire and to confirm the feasibility of the study. The filled up Questionnaires are collected from 100 respondents and Cronbach's Alpha Criterion was applied to test the reliability. The value determined is 0.918 and 0.900 proving the reliability of the instrument for IT and teaching questions. The quality of the questionnaire was ascertained and the test showed high reliability. The variables considered for the analysis satisfy the normal probability distribution. Based on the pilot study, the questionnaire was modified suitably to elicit response from the sample group.

### C. Data for the study:

The data have been collected from the following sources of information for the purpose of this study

**Primary Data:** First-hand information has been collected directly from the sample respondents relating to their job engagement in the IT Sector.

**Secondary Data:** Secondary data was collected from Journals, Magazines, reports, articles research papers, publications, periodicals, and websites of various institutions. This study is confined to Chennai city only, since Chennai is a prominent metropolitan city in not only in the state of Tamil Nadu and fast developing in India.

### D. Questionnaire Design:

The study depends upon both independent and dependent variables. In the present study, the demographic profiles of consumers are considered as independent variables and the variables in Likert's five point scale are dependent variables. A well-structured questionnaire is administered with closed ends to exactly ascertain the employee engagement at their work place. The employee engagement is analyzed through frequently recognition, good company

communication, aligned with the mission of the company, convenient with Company culture and employee participation. The responses are structured into two different questionnaires based on the employee engagement in IT and teaching sector.

#### E. Population:

The sample population considered for the study is well defined. Since the study focuses on the employee of IT and teaching sectors in Chennai city, out of the total population of employees, who are working in Chennai alone are considered as respondents.

#### F. Sample Size and Sample Criteria:

Convenient sampling technique is also adopted. All the 248 samples are given a questionnaire to obtain the necessary and relevant information with regards to the research problem to carry out the research more effectively and efficiently. The selected consumer samples are expected to be fairly representative samples with special reference to the Chennai City.

#### G.Types of Analysis:

The primary data have been collected through a structured close ended questionnaire containing statements and multiple choice questions. The secondary data have been collected from Journals, Magazines, Publications, Reports, Books, Dailies, Periodicals, Articles, Research Papers, Websites, Company Publications, Manuals and Booklets.

#### H. Data collection and Study Area:

Chennai City is purposely chosen for the present study because it is one of the major metropolitan cities in India. The study area is confined to IT and teaching employee in and around Chennai they are one of the predominant employee communities.

#### I. Scaling Techniques in the Questionnaire:

The questionnaire comprises of options and statements in Likert's 5 point scale. The responses of these sections are obtained from the employee of IT and teaching sector in Chennai city, which ranges from 'strongly agree' to 'strongly disagree', 'always' to 'never' and 'highly satisfied' to 'highly dissatisfied'.

### **XI. LIMITATIONS OF THE STUDY:**

The sample size of the study is restricted to 248 and it covers consumers of Chennai city alone due to time and cost factors. The study takes into account only limited factors influencing the impact of COVID-19 on employee engagement in IT and teaching sector with reference to Chennai city. The study assumes information given by the employee as valid and reliable. This

study is not a comparative study between different employee engagement in IT and teaching sector. The study focuses mainly on the factors influencing the employee engagement in IT and teaching sector.

## X.DATA ANALYSIS AND INTERPRETATION:

### 1.Employee Engagement in IT Sector:

**a)Factor Analysis on Employee Engagement in IT Sector:** The Kaiser-Meyer-Olkin measure of sampling adequacy value of 0.852 is greater than 0.50 indicating that the sampling adequacy is 85.2% and the data can be used for further analysis. The p value is less than 0.05, the hypothesis is rejected at 5% level and it indicates that the variables are related to each other and therefore they are suitable for detecting the structure.

**Table 1 Factor Loading, Eigen value and Percentage of Extraction using Principal Component Method based on Employee Engagement in IT Sector**

Factors	Statements	Factor loading	Eigen Values	% of Variance	Cumulative %
I	I am frequently recognised by the managers.	0.654	4.107	41.071	41.071
	My company has Good management skills.	0.676			
	I have Trust in my superiors' leadership skills.	0.833			
	I have good Relationship with the manager.	0.936			
	Pride in organisation matters more.	0.646			
	I am treated well in my company.	0.870			
II	There is good company communication.	0.670	2.825	28.251	69.321
	I am being aligned with the mission of the company.	0.798			
	I am convenient with Company culture.	0.756			
	Employee participation is very essential.	0.740			

Source: Computed Data

Notes: Rotation Method: Varimax with Kaiser Normalization

It can be noted that 2 factors have been extracted based on the criterion that only factors with Eigen values of one or more should be extracted. It can be seen from the cumulative percentage of variance explained in the above table that 2 factors extracted together account for 69.321 percent of the total variance from the information contained in the original 10 variables. This is a pretty good result with only 30.679 percent of loss in the information. From the above table of the rotated factor matrix, the factor loading of six variables are 0.654, 0.676, 0.833, 0.936, 0.646 and 0.870 on factor I with eigenvalue of 4.107 and their percentage of extraction is 41.071. The factor I is the combination of the six variables and is named as "Good Management" which is a

suitable factor which is closely related to the six variables. The factor loading of the other four variables are 0.670, 0.798, 0.756 and 0.740 on factor II with eigenvalue of 2.825 and their percentage of extraction is 28.251. The factor II is the combination of the four variables and is named as “Communication and Participation” which is a suitable factor which is closely related to the four variables.

**b) Prediction of Impact of Employee Performance by Good Management and Communication and Participation in IT Sector:** The Dependent Variable is Employee Performance (Y) and the independent variables are Good Management (X<sub>1</sub>) and Communication and Participation (X<sub>2</sub>).

Multiple R Value: 0.664,  
 R square value: 0.515,  
 Adjusted R square: 0.501,  
 F value: 51.952,  
 p value: <0.001

The Multiple Correlation Coefficient is 0.664 which indicates the relationship between Employee Performance and the two independent factors is quite strong and positive. The R square value is 0.515 simply means that about 51.5% of the variation in Employee Performance (Y) is explained by the estimated SRP that uses Good Management (X<sub>1</sub>) and Communication and Participation (X<sub>2</sub>) as the independent factors and R square value is significant at 5% level; it indicates that Good Management (X<sub>1</sub>) and Communication and Participation (X<sub>2</sub>) has 51.5% positive impact on Employee Performance (Y).

**Table 2 . Variables in the Multiple Regression Analysis**

Variables	Unstandardized co-efficient	S.E. of B	Standardized co-efficient	t value	p value
Constant	26.840	2.900	-	9.254	<0.001
X <sub>1</sub>	0.385	0.132	0.336	2.923	0.004
X <sub>2</sub>	0.350	0.245	0.165	1.431	0.155

Source: Computed Data

**The Multiple Regression Equation is  $Y = 26.840 + 0.385 X_1 + 0.350 X_2$**

Here, the coefficient of X<sub>1</sub> is 0.385 representing the partial effect of Good Management on Employee Performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive and Employee Performance would increase by 0.385 for every unit increase in Good Management and this coefficient is not significant at 5% level indicating that Good Management has a positive impact on Employee Performance and the impact of Good

Management on Employee Performance would increase by 0.385 with every unit increase in the behaviour towards Good Management. The coefficient of  $X_2$  is 0.350 representing the partial effect of Communication and Participation on Employee Performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive and Employee Performance would increase by 0.350 for every unit increase in Communication and Participation and this coefficient is not significant at 5% level indicating that Communication and Participation has a positive impact on Employee Performance and the impact of Communication and Participation on Employee Performance would increase by 0.350 with every unit increase in the behaviour towards Good Management and Emotional Factor. Based on standardized coefficient, “Good Management” is the most important factor which has greater impact on “Employee Performance”, followed by “Communication and Participation”.

## 2) Employee Engagement in Teaching Sector:

### a) Factor Analysis on Employee Engagement in Teaching Sector:

The Kaiser-Meyer-Olkin measure of sampling adequacy value of 0.769 is greater than 0.50 indicating that the sampling adequacy is 76.9% and the data can be used for further analysis. The p value is less than 0.05, the hypothesis is rejected at 5% level and it indicates that the variables are related to each other and therefore they are suitable for detecting the structure.

**Table 3 Factor Loading, Eigen value and Percentage of Extraction using Principal Component Method based on Employee Engagement in Teaching Sector**

Factors	Statements	Factor loading	Eigen Values	% of Variance	Cumulative %
I	I have Job Satisfaction.	0.752	3.492	34.917	34.917
	I am satisfied with Pay and benefits.	0.855			
	I am treated well in my organisation.	0.864			
II	Recognition is considered very important.	0.509	2.679	26.790	61.706
	Proper communication is essential.	0.659			
	Nature of job plays a vital role in employee engagement.	0.581			
	Emotional factors have an impact on employee engagement.	0.789			
	Organisation politics has direct impact.	0.717			
	Positive attitude increases Productivity.	0.784			
	Supervisor’s support and feedback can affect determination and morale.	0.774			

Source: Computed Data

Notes: Rotation Method: Varimax with Kaiser Normalization



It can be noted that 2 factors have been extracted based on the criterion that only factors with eigenvalues of one or more should be extracted. It can be seen from the cumulative percentage of variance explained in the above table that 2 factors extracted together account for 61.706 percent of the total variance from the information contained in the original 10 variables. This is a pretty good result with only 38.294 percent of loss in the information. From the above table of the rotated factor matrix, the factor loading of three variables are 0.752, 0.855 and 0.864 on factor I with eigenvalue of 3.492 and their percentage of extraction is 34.917. The factor I is the combination of the three variables and is named as “Compensation and Workplace Well-being” which is a suitable factor which is closely related to the three variables. The factor loading of the other seven variables are 0.509, 0.659, 0.581, 0.789, 0.717, 0.784 and 0.774 on factor II with eigenvalue of 2.679 and their percentage of extraction is 26.790. The factor II is the combination of the seven variables and is named as “Good Management and Emotional Factor” which is a suitable factor which is closely related to the seven variables.

### **3) Prediction of Impact of Employee Performance by Compensation and Workplace Well-being and Good Management and Emotional Factor in Teaching Sector:**

The Dependent Variable is Employee Performance (Y) and the independent variables are Compensation and Workplace Well-being ( $X_1$ ) and Good Management and Emotional Factor ( $X_2$ ).

Multiple R Value: 0.673,

R square value: 0.553,

Adjusted R square: 0.555,

F value: 53.771,

p value: <0.001

The Multiple Correlation Coefficient is 0.673 which indicates the relationship between Employee Performance and the two independent factors is quite strong and positive. The R square value is 0.553 simply means that about 55.3% of the variation in Employee Performance (Y) is explained by the estimated SRP that uses Compensation and Workplace Well-being ( $X_1$ ) and Good Management and Emotional Factor ( $X_2$ ) as the independent factors and R square value is significant at 5% level; it indicates that Compensation and Workplace Well-being ( $X_1$ ) and Good Management and Emotional Factor ( $X_2$ ) has 55.3% positive impact on Employee Performance (Y).

Here, the coefficient of  $X_1$  is 0.092 representing the partial effect of Compensation and Workplace Well-being on Employee Performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive and Employee Performance would increase by 0.092 for every unit increase in Compensation and Workplace Well-being and this coefficient is not significant at 5% level indicating that Compensation and Workplace Well-being has a positive impact on Employee Performance and the impact of Compensation and Workplace Well-being on Employee Performance would increase by 0.092 with every unit

increase in the behaviour towards Compensation and Workplace Well-being. The coefficient of  $X_2$  is 0.594 representing the partial effect of Good Management and Emotional Factor on Employee Performance, holding the other variables as constant. The estimated positive sign implies that such effect is positive and Employee Performance would increase by 0.594 for every unit increase in Good Management and Emotional Factor and this coefficient is not significant at 5% level indicating that Good Management and Emotional Factor has a positive impact on Employee Performance and the impact of Good Management and Emotional Factor on Employee Performance would increase by 0.594 with every unit increase in the behaviour towards Good Management and Emotional Factor. Based on standardized coefficient, “Good Management and Emotional Factor” is the most important factor which has greater impact on “Employee Performance”, followed by “Compensation and Workplace Well-being”.

**Table 4 Variables in the Multiple Regression Analysis**

Variables	Unstandardized co-efficient	S.E. of B	Standardized co-efficient	t value	p value
Constant	0.960	0.116	-	8.241	<0.001
$X_1$	0.092	0.045	0.143	2.043	0.043
$X_2$	0.594	0.058	0.714	10.186	<0.001

Source: Computed Data

**The Multiple Regression Equation is  $Y = 0.960 + 0.092 X_1 + 0.594 X_2$**

## **XI. SUMMARY OF THE FINDINGS:**

### **➤ Findings pertaining to objective**

1) The study discovered that a “helpful” manager is one of the key fundamentals that oblige employee engagement. In addition to this employees expect their managers to care about their individual lives, to take an importance in them as people, to care about how they experience and support their security and well-being. Improved employee satisfaction, higher retention rate, enhanced productivity and profitability, communication and participation, good management, compensation and workplace well-being, should be considered effectively to create a peaceful and joyful working experience.

### **➤ Findings pertaining to objective :**

2) It can be found that two factors have been extracted using Factor Analysis from the variables. The Factor 1 is named as “Good Management” and Factor II is named as “Communication and Participation” with regard to Employee Engagement in IT sector. With regard to Employee Engagement in Teaching sector, two factors were extracted from the variables. The Factor I is

named as “Compensation and Workplace Well-being and factor II is named as “Good Management and Emotional Factor”.

➤ **Findings pertaining to objective :**

3) It is found that “Good Management” and “Communication and Participation” has a positive impact on “Employee Performance in the IT sector. Based on standardized coefficient, “Good Management” is found to be the most important factor which has greater impact on “Employee Performance”, followed by “Communication and Participation”. With respect to the Employee Engagement in Teaching sector, “Good Management and Emotional Factor” and “Compensation and Workplace Well-being” are found to have a positive impact on the Employee Performance in the Teaching sector. Based on standardized coefficient, “Good Management and Emotional Factor” is found to be the most important factor which has greater impact on “Employee Performance”, followed by “Compensation and Workplace Well-being”.

**XII. SUGGESTIONS:**

The pandemic has brought very uncertain times for employees. Resulting in that the stress levels are also overvalued. One of the best tips to get them more engaged during the times of insecurity is to teach them how to stay calm. Managing difficult situations is one of the best therapies to equip oneself with the power to fight it. Family communication channels should be channelized so that they can get family updates very easily in case of any emergency. More planning is required when employees are not working from the office. Keeping everything under control when half or more people are working from remote areas has a large number of challenges. It would help them to speak out about their experience while adopting a new module of work. Some fun activities can boost their energy levels. Engaging family and kids too can encourage involvement. A word of appreciation always works. Creating an employee engagement program through online will be more effective following COVID-19.

**XIII. SCOPE FOR FURTHER RESEARCH:**

The present work is the impact of COVID-19 on employee engagement in IT and teaching sector with reference to Chennai city. Further researches on the following lines will be useful in reinforcing the present findings as there are so many changes taking place in the employee engagement in government organizations and private companies. In the present study, the cultural and social influences are not included. Hence, further researches can also be conducted by taking into consideration the view of employee perceptions towards the above mentioned aspects of job engagement. A comparative study on employee engagement in public and private sector may be conducted. Not only this, but all should be prepared for the future pandemics and crisis. Advancements in related field of technology and paying thoughtfulness to what’s nature are saying to the mankind are important aspects that can help fight these.

**XIV. CONCLUSION:**

COVID-19 has been impacting all parts of life and employees have been facing various things from salary deductions to layoffs. Work from home is also a challenge for many. It a chaotic time for everyone no matter what level of the chain of command it is, human resources, managers, and influential, and owners. Normalcy should be maintained like hopeful employees for their effortless work even during the tough times. Good Management of employees is found to be an important factor of employee engagement in both the sectors which has a positive impact on the performance of the employees. During this pandemic situation, employee engagement has become the most prominent factor that should be kept in mind to bring out the best from the employee for the success of the organisation.

## APPENDIX A

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**Dr. N. Zeenath Zarina**

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