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Employee Engagement: A Key to Improve Performance – A Case Study on HCL

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ABSTRACT

Purpose: *Employee engagement may be defined as an employee's level of dedication and how enthusiastic they are about their work and the organisation. Compensation, awards and recognition, and job happiness are all elements that influence employee engagement Employee engagement, according to HCL, is a labour state of mind marked by qualities of energy, contentment, excitement, focus, and commitment. Their management philosophy is Employee First. HCL is looking for people who are passionate about their work. They want people to be enthralled by their pursuits. Their tasks piqued my interest. They're giddy with anticipation for what's to come. Engaged in developing new ideas and finding workable ideas. HCL discovered that the Employees First produces considerably more enthusiasm than any other inspirational or rewarding programme, according to HCL. The goal of this research is to investigate HCL's employee engagement practises. The main purpose of the research article is to investigate the concept of employee engagement, including how it can be implemented in the workplace and what factors influence employee engagement.*

Methodology: To meet the objective of the paper, secondary sources of data which included books*, journals, articles, newspapers and websites are used.*

Findings: *According to the study conducted by HCL, 55% of workers aim to hunt for a new job in August 2021. As per findings, the three crucial shifters managers make to increase employee engagement are to (a) empower employees to connect what they do to what they care about, (b) make work less exhausting and more enjoyable, and (c) reward employees with additional time off in addition to financial incentives.*

Originality/Value: *Based on the secondary data available, this work makes an attempt to investigate the employee engagement practices at HCL. This study will help HCL's management to rebrand their plans and practices in boosting employee engagement and organizational productivity. Also, the study will enable the readers, researchers and practitioners to have a professional approach towards employee engagement.*

Paper Type: *Case Study*

Keywords: Employee engagement, SWOT Analysis, Dedication, Passionate, Employment engagement Practises.

1. INTRODUCTION :

Employee engagement may be defined as an employee's level of dedication and how enthusiastic they are about their work and the organisation. Compensation, awards and recognition, and job happiness are all elements that influence employee engagement [1]. Employees are considered as a resource to be exploited to the fullest extent feasible, with little or no chance for decision-making participation. Employees' interests are put second to the employers because of this attitude toward the job relationship, resulting in a lack of trust among employees. The engagement technique will be hampered by this lack of confidence [2].

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Employee engagement consists of four components and can be identified as an employee's desire to
• Feels a strong sense of belonging to a company or organisation.
• working Standard with a company
• Is content with their current position
• Is enthusiastic at work [3].

HCL is a worldwide firm with locations in 26 different countries. Professional First, Client Second is the company's primary principle, which inspires over 77,000 personnel to deliver genuine value to clients through engagement. Their management philosophy is Employee First. HCL is looking for people who are passionate about their work [4]. They want people to be enthralled by their pursuits. Their tasks piqued my interest. They're giddy with anticipation for what's to come. Dedicated to developing new ideas and finding better solutions. HCL discovered that the Employees First overall design and production design elicited much more enthusiasm than any other motivational or recognition programme. Since it demonstrates that management recognises the importance of employees' physical labour in the economic segment. This implies that HCL is actively working with them to make their jobs easier. This demonstrates that employees are trusted and respected for the value they bring to the organisation [5].

HCL's commitment to employee engagement is a perfect illustration of how businesses can improve the nature of work by introducing excellent management to evaluate. HCL's unique ideapreneurship culture encourages grassroots innovation by allowing its 149,000 workers to brainstorm, collaborate, and develop new ideas on a daily basis to help consumers with their business challenges. It is built on the presumption that inverting the overall organisational hierarchy and attempting to engage, facilitate, and enable front–line staff members, who are best positioned to understand and accept the clients' enterprise and shape the route map to improve the 'intrinsic worth area' created in every encounter, is the way to go.

Employee engagement provides a framework for work performance, employee engagement, and organisational civic behaviour. Employee engagement is a broader concept that is related to and includes these topics. Employees that are emotionally committed in their firm and genuinely involved in their work have a strong desire to see their employer flourish [6]. Employee engagement is swayed by the governance and strategy of the business, as well as the work position, incentives, and accolades. It means that employees must want well plan awareness of their obligations of the job and the importance of their contributions to the organization's success. Employees who are paid fairly and have a good benefits package are more likely to be engaged. Engagement is also fuelled by timely rewards and acknowledgement of accomplishments [7].

1.1 Meaning of Employee Engagement:

Employee involvement is a phrase defined in several methods. A motivated workforce is one who generates results, does not usually switch careers, and, most importantly, is happy.is the organization's consistent representative. As a result, by increasing an employee's enthusiasm towards work and redirecting it to the benefit of the organisation. Results can only be accomplished when an employer, among other things, makes an implicit contract with the employees' effective management. Individual and occupational factors, gender diversity, and cultural diversity may all contribute to these differences [8]. Employee engagement is influenced by factors such as benefits, advancement satisfaction, career autonomy, and amount of responsibility. Furthermore, the relationship is gendered and differs between male and female employees. As a result, focusing on career variables that boost employee engagement is necessary for the IT industry's long-term viability [9].

2. REVIEW OF LITERATURE :

Some scholarly papers on Employee Engagement practices are shown in the following table 1 along with input and references:

Table 1: Related publication on Employee Engagement Practises by different authors [10-15]

S. No	CONTRIBUTION	REFERENCES
1	The massive amount of the variables that have been discovered to lead to Employee engagement isn't about money. As a result, any company with	Markos & Sridevi (2010).

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	a solid leadership team may reach the appropriate degree of involvement at a cheaper cost. This is not to argue that bosses should disregard their workers' opinions, financial situation.	[10]
2	Employee engagement is defined as performance on immediate, work-related activities, not attitudes or perceptions of the workplace. It is reasonable to believe, however, that attitudes and perceptions of the workplace can and do affect levels of employee engagement in a direct manner. Although the two views should be distinguished in study, this does not negate the need of understanding antecedents of participation.	Shuck, et al. (2013). [11]
3	The employee-supervisor connection cannot help but result in a unified bond and compassionate ambiance when HRM practises are presented in their most appealing package. The company's ongoing culture of integrity, security, and utility for both employees and consumers works as an umbrella, giving a welcoming shade where most employees found contentment. These were the evidences discovered in regard to each engagement strategy that was to be examined. The workplace is often referred to as workers' second property since it occupies such a vital aspect in their lives.	Kaliannan & Adjovu (2015). [12]
4	Employee engagement is defined as "a long-term, positive, and motivating approach by employees that results in a high level of work involvement with enthusiasm and dedication," according to the report.	Akila & Pamavathy (2014). [13]
5	Employee proposals are considered and valued in open cultures, and they are attempted to be implemented for the organization's overall development. There are two types of employee engagement: active and passive. There are two types of people: engaged and disengaged.	Shailashri, et al. (2018) [14]
6	Employee engagement may appear to be a new notion, yet it has been around for over 28 years, with the term first appearing in a scientific journal in 1990. Prior to that, in the 1970s and 1980s, HR was primarily concerned with employee satisfaction. However, this had nothing to do with performance and was more about the individual than the company or their relationship with it. The focus shifted from satisfaction to commitment (and 'people' became 'human resources' somewhere along the line).	Chandel (2018). [15]

2.1 Research Gap:

With its cutting-edge co-innovation laboratories, worldwide logistics system, and massive global network, HCL provides holistic services for a variety of vertical markets, including Banking And finance, Industrial production, Future technologies & Services, Telecom & Mainstream press, Retail & Supply chain, Biomedical & Universal health care, and Welfare Systems. HCL takes pride in its diversity, social responsibility, sustainability, and education programmes as a leading global technology firm. HCL generated consolidated revenue of US$11.18 billion for the year ending December 31, 2021. It employs over 198,000 ideapreneurship in 52 countries [16]. In the case of HCL it is observed that Top Employers Institute, a global authority in recognising excellence in people practises, has recognised HCL Technologies (HCL), a prominent global technology business, a Top Employer in 17 countries. HCL has been named a Top Employer among some of the world's largest and best-known companies for its commitment to encouraging career growth while maintaining high performance value for clients around the world. Hence there exists an immediate need to study the employee engagement policies adopted by HCL.

2.2 Research Agenda:

The study focuses on employee engagement at HCL, a leading software company in the IT sector. This paper analyses the concept of employee engagement, as well as employee engagement practises in the workplace and the elements that drive employee engagement, overview, strengths, weaknesses, opportunities, challenges, and employee engagement policies

3. OBJECTIVES OF THE STUDY :

(1) The purpose of this study is to look at the concept of employee engagement, as well as employee engagement practises in the workplace and the elements that drive employee engagement.
(2) To investigate HCL's employee engagement policies.
(3) To conduct a SWOT analysis using HCL.

4. CONCEPTUAL FRAMEWORK :

Employee engagement is a unique phenomenon made up of intellectual, psychological, and social components influenced by personal performance. Employees, executives, and organisational structures and tactics are all sources of changing impact that organisations may use to create engagement. To enhance employee engagement, companies must tap into their employees' desire, dedication, and affiliation with the enterprise. The primary engagement goal is to have the people in the right professions, which we do having the appropriate skillset people in the right jobs. When we talk about "right" personnel, we're talking about people who have the necessary abilities ("can do") and whose occupations appeal to their personal motivators (will do) [17]. This framework consists of three specific engagement drivers, with the assumption that the drivers lead to improved job performance, which leads to improved organisational performance.

Source: Author

Fig. 1: Drivers of Employee Engagement

Drivers of Employee Engagement
(1) AN ENGAGING WORK ENVIRONMENT:

The First aspect of our model is an engaging work environment, which includes five key components**:**
i. Aligning effort with strategy
Employee engagement begins with an understanding of their job responsibilities. A detailed job role and a list of explicit desired outcomes are required for each employee. Even more crucial is their recognition that their own objectives are closely related according to the firm's objectives. However, only 47% of employees are satisfied with their jobs with their company's performance management process [18].
ii. Empowerment
People feel more job ownership and dedication when they have the ability to make decisions, be willing to take responsibility, be evaluated based on results, and be identified as a smart, contributing human being rather than a pair of hands doing what everyone else says [19]. Using strong motivational and job characteristics metrics during the employee hiring process may ensure that companies will hire employees who are passionate about their profession.
iii. Teamwork/Collaboration— Positive relationships within and across work groups are required in the frame of reference of engagement, teamwork and collaborative effort. Teamwork and collaboration within and across groups, according to research, could perhaps anticipate a firm's value for shareholders as well as long-term team performance and productivity [20].
iv. Development and growth — Promoting employee growth and development necessitates concentrated effort across multiple departments. To begin, businesses must hire employees who are keen to learn and can respond to the changing work environment [21]. Investing in development

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programmes has been shown in studies to be significantly related to organisational financial success.

v. Employee Feedback - Employees are more likely to be engaged if they feel heard, substantiated, and acknowledged for their significant contribution. People enjoy being recognised for their unique contributions. Employees also receive regular feedback on how well they are doing as a result of support and recognition. According to the findings of the Selection Forecast study, only slightly more than half of employees (58 percent) believe they receive adequate feedback on their performance [22].

(2) ENGAGED EMPLOYEES:

Employee loyalty to the organisation is increased by the same factors that drive motivation and increased effort. Many studies have found that factors related to employee engagement influence employees' decisions to stay or leave. Employees frequently dissatisfied with their work, they exit top or greater jobs. A quarter of executives have pondered quitting their positions of leadership, primarily to pursue other personal or professional ambitions, according to research [23].

(3) ORGANIZATIONAL SUCCESS:

Organizations experience efficiency gains and economic success when their employees can focus on their tasks and are motivated to do their best. Employees who are engaged seek out new ways to carry out their duties, spend less time on unproductive activities, and make effective use of available. Finally, firms will have better products or services, as well as greater resources to spend in further development [24].

Employee Engagement is a critical element for organizational success which leads to: (1) Employees' desire to excel at work has increased, (2) Talent retention has improved, (3) At the job, there are fewer casualties, (4) Greater dedication to achieve the organization's objectives. (5) More effective recruitment and selection, (6) Employees in the role of brand ambassadors, and (7) Profits and business growth are on the rise. It's contagious to bring positivity into the workplace. A stronger sense of attachment and belonging Teams that are extremely productive, improve efficiency, better retention rate Customer satisfaction and loyalty are at an all-time high [25].

5. EMPLOYEE ENGAGEMENT AND EXPERIENCE AT HCL :

Leaders that believe in flipping the tower commit to engaging, enabling, and empowering others. Employee engagement is seen as a vital factor for the development and sustainability of a productive workforce. Employee affinities clubs, employee interest programmes, HCL has a number of initiatives in place to engage communities, including employee perks and incentives, job enrichment and incentive schemes, and staff connect. Collaboration with the community is another aspect of engagement. The Princes Trust in the United Kingdom collaborated on this Employees volunteer their time to assist the underemployed young people in gaining the skills they need to advance in life and find work. Presently, the project is allowing 110 vulnerable and marginalized people in the community to receive training and development in order of becoming employable [26]. HCL employee engagement programmes are strategically designed to motivate talent and create a progressive workplace of the future in which employees are proud to be a part of HCL [27]. Throughout the year, HCL holds employee engagement programmes to motivate and create a happy and rewarding work environment.

5.1 JAM MAD: The Make:

A Difference Jamboree, or MAD JAM, is an event that takes place every year, recognizes the best ideas submitted by all HCL employees. It reflects the energy of the HCL culture.

5.2 MAD JAM:

Recognises and nurtures enterprise innovation from all levels of the organisation for executives to foster and harvest. After a panel of senior executive selects the finest proposals, personnel vote for their preference [28].

Through MAD JAM, we reached out to over 50,000 HCLites; 1,500 innovators submitted 647 ideas, 16 of which were chosen for the grand finale. With the support of a $250,000 MAD VC fund, MAD JAM assists ideapreneurship in taking their concepts from fundamental idea to real world [29].

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5.3 Value Portal:

The Value Hub was created to keep track of, enable, administer, evaluate, and share customer-centric innovations. When we realised that teams were adding value to their day-to-day work by creating and sharing ideas with consumers, we came up with the fundamental notion.

Before presenting their ideas to clients, HCLites submit them to the site, where they are analysed and improved by senior HCL management. [30]. The value of a company idea is certified as delivered when it is embraced.

5.4 Lead Generation:

Through staff who have direct client touch, this catches unmet company demand. Employees enter any information they believe will bring potential for HCL to add value to the client on the Lead Gen site, which is located on the company intranet. If the lead results in a successful completion, the employee who captured it will be eligible for a reward.

5.4 Patent Office:

Patent and Trademark Office A comprehensive HCL patent process that allows a decentralised patent office aligned with different lines of business to rigorously evaluate patentable ideas. Ideapreneurs are recognised at both the filling and granting stages [31].

5.5 Meme & HCL family connect page on FB & INSTA:

MEME's goal was to encourage both "personal" and "professional" sharing within the safe confines of the company's intranet, allowing for networking and the strengthening of employee bonds. HCL Family Connect is based on the philosophy of engaging and enthusing HCLites' families in order to create a better community.

5.6 Wednesyay:

One day per week has been designated as the day when an employee may pursue his or her passion by engaging in activities of his or her choosing. This gives way to WednesYays, a programme launched in May 2018 in which all Wednesdays are designated as Passion Club days. During the current pandemic, we expanded this initiative to include all seven days of the week.

5.7 Employee passion studios:

Passion Studios enrich the employee experience by bringing HCLites together to share their perspectives, experiences, and to compete in internal and external contests.

5.8 Employee Passion club:

HCL's Passion Clubs are all "for the employees." "By the employees" and "of the employees." The emphasis is not only on professional development, but also on the development of hobbies.

5.9 AskHR:

Employees can ask HR questions, which allows HCL to gauge employee sentiment and determine what individuals think about the company. The portal has been enhanced so that employees can access it via mobile devices.

Employees at HCL have the option of supporting one or more Corporate Social Responsibility projects. Each business segment proposes a day on which everyone in the company, including employees and their families, is encouraged to participate in community events. The following are some of the programs that are available:

(1) **Social Recycling** - Garments, textbooks, novels, gadgets, and overcoats have been collected and distributed, with over 22,000 people receiving clothing to date.

(2) **Friend-in-Need** - Health clinics, blood drives, food drives, and community policing initiatives abound. 870 children and 275 adults received health care in Indian slums, while 5,000 people got blankets.

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(3) **Just Like Us** – Long-term livelihood measures for the poor and physically/mentally challenged are being developed and supported.

(4) **HCLT Youth Club** – IT labs, sports and recreational activities, vocational education, and funding for poor youngsters are all examples of what can be done.

(5) **Renew** – Promotes eco-friendly activities such as tree-planting projects; so far, 15,000 tree-planting drives have been held [32].

6. SWOT ANALYSIS OF HCL :

SWOT analysis (strengths, weaknesses, opportunities, and threats) is a method of determining a company's competitive advantage and establish business strategies. Internal and external influences, as well as current and future prospects, are all considered [33]. A SWOT analysis helps for assessing the strengths and weaknesses of an organization, entrepreneurial spirit, or industry using factual, evidence-based data. The organization must uphold the analysis's accuracy by avoiding preconceptions and subtleties and focusing on real life situations. Companies should treat it as a suggestion, not a diagnosis**.**

6.1 Strengths:
(1) They have a top-tier research and development (R&D) team that focuses on innovation and diversifying their discernment, and they have had consistent revenue growth and financial success in recent years.
(2) HCL has established tactics that distinguish it from other businesses in the same field. They focus on retraining, capacity building, and reskilling.
(3) It builds a wide global distribution network system with its branches all over the world, and varied nationalities working together form a powerful communication society.
(4) The organisation has developed important ties that have aided in the progress of ecosystem-based innovation. The company was able to reduce time to market, implementation risk, and total cost of ownership as a result of these relationships.

6.2 Weaknesses:

(1) As the company's quarterly net profit and operating profit margin decline, so does its asset turnover. As a result of insufficient asset utilisation to create profits, net cash flow has also dropped. Other MNCs in the business, such as Infosys and Wipro, compete directly in terms of brand value and preserving grades for future stakes. HCL falls short in executing a good business and marketing plan as compared to its competition.

6.3 Opportunities:
(1) Opportunities are objectives that must be achieved before anything positive may occur. These shouldn't have to be game-changers; even slight benefits might be beneficial to a company. Social trends, demographic profiles, and changes in lifestyle can all present exciting prospects.
(2) HCL has evolved into a world-class innovator and research and development centre of excellence. If the company invests more in R&D, it has the potential to become a upcoming generation.
(3) Employee empowerment, enhanced efficiency, and corporate growth are all benefits of HCL's technical advancement and adaption, making it a great company to work for for many.
(4) The company's ROE has improved to 23.6 percent in terms of planned growth, and total growth has stayed linear. Organic growth is fuelled by strong revenue growth, and business with other companies is accelerated.
(5) Digital transformation is used by HCL Technology in all domains, enabling for the establishment of new operational processes and the delivery of more value to clients around the world. HCL Technology is ranked 16th in terms of digital transformation.

6.4 Threats:
(1) Semi revenue sources including interest earned, capital gain on the disposal of fixed assets and investments, and so on are becoming more prevalent, and posing a threat to company's overall

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management. Because semi revenue is so common in businesses, it's critical to keep track of incoming and outgoing non-core money.

(2) The firm invests in elevated ventures. The licence proceeds of $1.1 billion will be used to fund copyrights and new product expansion plans. The difficulty develops as these projects – age and lose market share to other firms' products.

(3) As the rupee's value falls, HCL Companies is losing money on foreign exchange. The company's foreign exchange situation has drastically deteriorated. They must implement new policies to balance the losses and earnings.

7. FINDINGS :

(1) In the United Kingdom, Sweden, Germany, the Netherlands, Poland, France, and South Africa, HCL Technologies (HCL), a global technology giant, has been selected a Top Employer 2020.

(2) HCL's unique ideapreneurship culture encourages grassroots innovation by allowing its 149,000 workers to brainstorm, develop, and create new ideas on a daily basis to help customers solve business problems [34].

(3) Engaged employees perform better, have less burnout, and stay with their companies for longer periods of time.

(4) According to a study conducted by HCL, 55 percent of workers want to hunt for a new job in August 2021.

(5) The findings show that the three critical levers available to managers for increasing employee engagement are to (a) assist employees in relating their work to their interests, (b) make the job less hectic and more pleasant, and c) provide more time off in addition to the monetary incentives to employees [35].

8. SUGESSTIONS :

An employee is aware of the organizational environment and works with workmates to improve job performance for the betterment of the business. As a result, it functions as a barometer for determining a person's affiliation with a company [36]. The companies can implement the following strategies to improve employee engagement at HCL.

(1) Employee commitment is influenced by job centrality, duty norms, economic orientation, interpersonal ties, and expressive orientation, among other factors [37].

(2) Supervisory feedback appears to be positively connected to engagement, although supervisory assistance does not.

(3) Positive service personnel performance is linked to increased engagement.

(4) At high levels of perceived autonomy, supervisory support increased engagement, whereas supervisory feedback decreases it [38].

9. CONCLUSION :

The term 'employee engagement' has recently gained popularity in the business world. It's a buzzword that employers believe they understand but run into difficulties and challenges when putting into practise. 'Employee Engagement' cannot be a purely cosmetic intervention in terms of increasing job commitment, motivation, or productivity. The role of corporate culture in the long-term positive impact of such engagement programmes [39]. Employees are a company's most valuable asset, and if they are not given enough space and time to balance work and play, they will become disengaged. Employees and organisations in order to reach their aims and objectives, they must rely on one another [40]. As a result, employee involvement should not be a yet another event, but rather embedded in the ethos of the firm. Education, development, and reaction should all be part of the employee engagement process. As a result, modern businesses must continually strive to meet their employees' expectations, which has a direct impact on employee performance, which would in return has a direct effect on the performance of the company.

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