

Is Extra Curricular Activities Leads To Employee Engagement?

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ABSTRACT

Purpose : The purpose of this research is to study and understand the engagement level of employee based in the IT companies and discuss whether extra-curricular activities leads to employee engagement or not.

Proposed Methodology : A questionnaire floated to employees of IT companies in India. Mixed method approach used in this study. First IT employees were interviewed to understand their perspective on employee engagement and how facilities of extra-curricular activities can be used to enhance employee engagement. Structured questionnaire would be administered to 102 employees of IT companies in India. Some questions inquired about the facilities of extra-curricular activities available in their respective companies and extent of participation of the respondents on the such activities and other items of the questionnaire aimed to measure engagement level of the respondents based on Likert scale.

Findings: From the initial part of the research, it was found that employees are mostly engaged in outdoor & indoor activities. However after data analysis it was found that extra-curricular activities doesn't lead to employee engagement.

Implication : The research proposes to suggest strategies a company should take to increase the participation of employees, so that employee engagement increases.

Keywords

Employee Engagement, Extracurricular, IT Companies, CSR, Committees/Club.

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Introduction

Employee engagement has in recent years been a hot subject of study between human resource academics and management practitioners. Job involvement, as a positive component of psychology, is becoming increasingly common in occupational health psychology because of the advent of positive psychology. Engaged workers have a sense of positive and successful relation to their work activities and see themselves as being able to manage the demands of their job well (Schaufeli & Bakker, 2004). Most consulting firms perform ongoing research on employee engagement through surveying employers and staff, due to the needs of business practice. Employee engagement is therefore the level of job dedication and interest that an employee has with organizational values. The active employee is well aware of the business situation, and works for the good of the company with team members to improve and enhance the efficiency inside the job. Every sector will work towards fostering and maintaining a culture of engagement. And that can be accomplished by a bidirectional partnership between employee and employer. Employee participation thus serves as an measure that decides an individual's relationship with the organisation. HR practitioners agree that the question of commitment has a lot to do with the way in which employees feel about their work experience and how they are handled within the company. This has a lot to do with an employee's feelings, which were essentially connected to a company's performance. No matter how hard HR and line managers try to involve them, there are people who cannot give their best efforts. Yet they want to stay loyal to their companies for most workers, as doing so meets a strong and fundamental desire in connection with something important. Extra-

curricular activities plays an important role in employee engagement activities, employees are engaged as well as try to get stress free from their day to day deliverable and participate in several engagement activities. The objective of the research paper is to understand whether extra-curricular activities lead to the employee engagement or not. Sequential method has been used in this research paper to check whether employees are engaged through extra-curricular activities or not.

Literature Review

A. Extra-curricular activities

Employee engagement initiatives could be in the form of personal events, public celebration of personal milestones, social events, humor/games or competitions, community involvement and humanizing the boss (Ford et. al., 2004). Employee engagement activities at work can result in positive outcomes which is desirable across all organizations. Employee engagement has been identified as a key retention strategy by many companies (Glen, 2006). According to Tulgan (2009), millennials like to learn, face challenges, contribute to the mission of the organization and work in a flexible work environment. It is an area which has garnered attention from both practitioners (Parsley, 2006; Baumruk et al., 2006; Woodruffe, 2005; Gallup Management Journal, 2006; Bennett and Bell, 2004; Hay Group, 2002) and academics (Cartwright and Holmes, 2006; Joo and Mclean, 2006; Luthans and Peterson, 2002). Tews et. al., (2016) state that fun has a positive effect at the workplace as it promotes informal learning, thereby ensuring a competent workforce. It is a viable strategy in addition to training and learning. A lot of people express

happiness and pleasure in working for fun companies. They engage, and feel enthusiastic and committed towards achieving the goals of the organization. Fun activities relieve tension, increase energy, create camaraderie, and enhance commitment to the job, especially in a high-pressure sales environment of the business (Boulton and Houlihan, 2009). Various activities which lets employees engaged and give them a break from their regular day to day deliverable are called extra-curricular activities. Extra-curricular activities led to increase relaxation in job and create a stress free environment. It's also one of the factors that ensures whether an organization has good work culture or not. It leads to job satisfaction which further leads to productivity. Extra-curricular activities can be broadly differentiated as types of activities which helps employees to relax and ultimately helps in bringing out productivity from the employees. In this research paper, focus will be there to know how extra-curricular activities in the organization is linked with the engagement.

B. EMPLOYEE ENGAGEMENT

One of the first drawbacks raised by the literature is the lack of a common concept of employee engagement.

Kahn (1990), Employee Engagement pioneer. He described the term personal engagement as the "harnessing of institutional members" in their job roles; in engagement, during role performance, people employ and express themselves physically, cognitively and emotionally.

In 1999, Buckingham and Coffman wrote the book 'First Break All The Rules' which helped to make the word 'employee engagement' popular in the corporate world.

There are numerous definitions that employee engagement is produced by aspects in the workplace (McCashland, 1999; Miles, 2001; Harter, Schmidt & Keyes, 2003), while others argue that the individual brings something.

In 2007 and 2008 Marcie Pitt-Catsouphes and Christina Matz-Costa (2009) conducted a study on Aging & Work at Boston College called The Age & Generations Study. In this analysis the Center linked 9 U.S. workplaces. Study pointed out age is a big predictor of employee engagement. This research will be of assistance to managers and supervisors, as it will help improve the level of engagement of employees of all ages and generations.

Peter Cheese (2005) focused on evaluating data obtained from 2400 workers and 240 HR executives from 26 companies using a new measurement instrument – The Accenture Human Capital Development Framework, which showed that companies with the most committed employees have built up a community that fosters inspiration, engagement and work passion.

Top global consulting firms conducted analysis of employee engagement. The Conference Board, a prestigious non-profit corporate affiliation and research organization in the U.S. (2006), identified key drivers as trust and integrity, nature and content of the job, career growth, co-workers / team members and skills development.

Tom Newcombe's (2013) article talks about a research published by MidlandHR software provider comprising 94 HR directors from UK higher education institutions, the vast majority of respondents (82 per cent) indicated that

motivation and commitment have increased in importance over the past five years.

Nitin Vazirani (Working Paper 05/07) in this working paper Employee engagement emphasizes the importance of employee communication on the success of a business.

C. MEASURE OF EMPLOYEE ENGAGEMENT

Another important literatures are of the instruments available for measurement of employee engagement. Measurement of any building is important for framing any new dimension.

Consultancies such as Gallup Organization created their own metrics for assessing employee engagement. Coffman and Gonzalez-Molina (2002) call the Q12 survey and deem each item a "condition." Harter, et al. (2002) study using a scale of 13 items, the 12 Gallup questions they refer to as the Gallup Workplace Audit (GWA).

Maslach and Leiter (1997) clarified the dedication of employees to be characterized by strength, engagement and effectiveness, the exact opposites of the three dimensions of burnout, namely fatigue, skepticism and lack of professional effectiveness. Therefore, they measure job commitment through the opposite scoring trend on the three dimensions of the Maslach Burnout Inventory (MBI) – low scores on fatigue and another instrument for the measurement of employee engagement is the Oldenburg Burnout Inventory (OLBI) (Demerouti and Bakker, 2007). This instrument was developed originally to assess burnout, but includes both positively and negatively phrased items, and hence it can be used to assess employee engagement as well.

Utrecht Work Engagement Scale (UWES) (Schaufeli et al., 2002), a self-reporting instrument validated in many countries around the world, including China (Yi-Wen and Yi-Qun, 2005), Finland (Hakanen, 2002), South Africa (Storm and Rothmann, 2003), Spain (Schaufeli et al., 2002), and The Netherlands (Schaufeli et al., 2002), is the widely used instrument for assessing employee engagement.

D. ORGANIZATIONAL COMMITMENT

Saks (2006) argues that organizational commitment also differs from engagement in that it refers to the attitude and attachment of a person to his organization, although it could be argued that engagement is not merely an attitude; it is the degree to which an individual is attentive to his or her work and absorbed in the success of his or her role.

Researchers such as Wellins and Concelman (2004) say that engagement is an amalgamation of dedication, allegiance, efficiency and wealth. They suggested that "to engage is to contribute actively, as to a cause."

A meta-analysis by Mathieu and Zajac (1990) found that demographic characteristics (e.g. age, gender, educational level), role states, task characteristics, group / leader relationships, organizational characteristics, motivation, and work satisfaction would boost organizational engagement.

H.W. Macey & B. Schneider (2008) commitment as it is conceptualized as a positive connection to the broader organizational body and assessed as a desire to expend effort to benefit the organization, to feel pride as an organizational member and to have personal attachment to the organisation.

Joo and Shim (2010) described the organizational engagement antecedents as personal characteristics and work characteristics, as well as organizational characteristics.

Maha Ahmed ZakiDajani (2015), his research revealed performance benefits derived from increased employee engagement such as increased work satisfaction[88]; improved job performance; reduced employee turnover, reduced absenteeism. Commitment occurs as a multidimensional construct encompassing three forms of organizational commitment, i.e. affective engagement, commitment to consistency and normative engagement..

Self-Determination Theory

In the mid-1980s, Deci and Ryan (1985) formally developed the theory of job commitment, SDT, to analyze motivational factors for employees. Deci and Ryan created the SDT which was used in professional and academic research related to the engagement of employees. SDT concerns natural or intrinsic tendencies to conduct in a healthy and effective manner. Employee involvement and human activities are linked to the SDT and the nature of job dedication (Deci& Ryan , 1985). The level of engagement of an employee stems from being able to monitor personal actions and goals.

Disengagement and personal engagement are related to the SDT as the behavioral state of an employee is a key driver of motivation at the professional and personal level to demonstrate behaviour. Employee level of engagement affects an organisation 's productivity. An employee's level of motivation is tied to work satisfaction. An employee's emotional state has much to do with motivation (Deci& Ryan, 1985). As workers tend to withdraw and conceal their personalities, thoughts and emotions, they become disengaged and defensive, leading to an detrimental impact on performance at work (Deci& Ryan , 1985).

Employee engagement approaches put in place by business leaders result in higher levels of employee engagement (Blattner& Walter, 2015), customer satisfaction, productivity and profit (Bowen, 2016), and lower levels of employee injuries and turnover (Barrick, Thurgood, Smith, &Courtright, 2014). The idea of SDT is adopted by business leaders to encourage workers to have positive attitudes towards their company (Mowbray, Wilkinson, &Tse, 2014). Engagement of workers is important to every organisation. In 1985 Deci and Ryan carried out the most important report on employee engagement (Berens, 2013). In early research Deci and Ryan (1985) extended by differentiating between intrinsic and extrinsic motivation. Competence, autonomy and psychological connectedness, which are psychological needs, empower the individual to adopt behaviors that are important to an individual's psychological health and well-being and Where satisfied, optimum function and growth will result (Deci& Ryan, 1985). The basic satisfaction needs have been described as being directly linked to employee commitment (Vandenabeele, 2014).

Dedicated and meaningful work helps workers to understand and participate in how important they are inside the company. Bolman and Deal (2014) indicated that when SDT is leveraged there would be an incentive for employee flexibility, and moreover employees could influence others around them. This effect transcends the inherent incentives to the benefits. Significant work will allow an increase in the

participation of employees; however, it does not guarantee the employee will be engaged. Achieving employee engagement includes the need for flexibility, intrinsic incentives, and control (Bolman& Deal, 2014).

Motivation for the workers is related to the SDT principles. La Guardia (2009) suggested that psychological needs shape a sense of identity creation through intrinsic motivation which results in interest and commitment outcomes. The use of potentials and dedication will affect the interest, actions and goals of an person, which are positive factors for the identity of an individual (La Guardia, 200). Fullagar and Mills (2008) found a important connection between the perceptions of intrinsic motivation and flow. Flow is the holistic sensation that workers encounter when they are completely engaged in their jobs (Fullagar& Mills, 2008). The relationship between intrinsic motivation and flow supports the recognition of commitment as the autonomy psychological requirement.

Assessing demographic characteristics as they contribute to employee participation offers awareness of the work force 's demographic patterns (Buttner, Lowe, & Billings-Harris, 2012). Business executives may use monetary incentives to get younger employees involved. For lack of monetary benefits, younger employees abandon their companies even though the profession is compatible with their expectations and preferences (Butler, Brennan-Ing, Wardamasky, & Ashley, 2014). Millennials don't want to make personal career sacrifices and are less committed to their organizations (Festing& Schafer, 2014). Baby Boomers are less prone to monetary compensation, and more prone to processes and organizational loyalty (Saber, 2013). By maintaining a long-term contract and a process-oriented company, business leaders should involve Baby Boomers (Saber, 2013). Millennials are more likely to create turnover when they feel there is no promotional incentive or pay raises within the company (Hayes, 2015). Hence, when considering strategies for dismissal or disengagement, human resource practitioners can serve their organizations better by dismissing a Millennial rather than a Baby Boomer (Hayes, 2015).

Sports in the workplace and social clubs are a common feature of the extracurricular activities of many employers, and an important part of their incentive package. Sports and social activities help create engagement and inspiration for the employees. Clubs can help workers promote the mental and physical health of their employees. Clubs are generally established and run by employees, but are often funded by employers.

Clubs are usually started and operated by workers, although they are owned by employers and often sponsored. Their emphasis varies greatly among employers, from social clubs like choirs to sports clubs that offer netball, badminton, and even white water rafting (see case study by John Lewis). And many providers are on hand to support the chosen pursuits of the employees.

For example, Music in Offices offers tutors for workplace choirs, as well as instrumental teaching for employees. Tessa Marchington, founder and director, says: "Sports clubs have been part of the corporate culture for years, but now [employers] understand that playing for the rugby team isn't appealing to everyone. By having a musical outlet, [employers] give employees a broader choice.

Work-life balance

A great advantage of workplace clubs is that they give workers the opportunity to take part in events they would not have considered otherwise, or have found the time to take up.

Research Methodology

Initially telephonic interview was conducted with 15 interviewee (IT employees) working across India with minimum work experience of 2-3 years. It was observed that interviewee were more inclined towards different extra-curricular activities as a part of the employee engagement. Also the frequency for different activities was weekly, monthly, daily and quarterly. Most activities mentioned by the interviewees were Outdoor activities, Indoor activities, CSR activities, Creative activities etc.. Here convenient sampling is used. Interview was recorded over call. Telephonic interview was conducted as a part of qualitative study and based on the responses from the employees, questionnaire for qualitative study was formed. Also interviewees were asked a set of questions which gradually helped in designing the questionnaire for further quantitative study.

A questionnaire was distributed across 102 respondents through Whatsapp, lying in the age group of 20-40 with a mix gender and various other demographic profiles. The questionnaire measured interest of the employee in terms of employee engagement through extra-curricular activities. Structured questionnaire was administered across employees of IT companies in India. Few questions inquired about the facilities of extra-curricular activities available in their respective companies and extent of participation of the respondents on such activities, also other items of the questionnaire will aim to measure job engagement level of the respondents which was based on Likert scale..

Majority of the respondents were of work experience between 1-3 years of work experience. 66.7% of respondents were male & 33.3% of respondents were female. We have distributed the respondent on the basis of demographic like gender and age group. Some collected data re shown below :-

Table 1.1: Gender and Age distribution of respondents, Source: Primary

Gend er & Age	20-25	26-30	31+
Male	25	37	6
Fema le	17	14	3
Total	42	51	9

Table 1.1 shows that there were in total of 102 respondents who are working in different IT companies in India, 102 employees, 68 were male and 34 were female respondents. We can also observe that 42 respondents were in the age group 20-25, 51 in the age group 26-30, 9 were in age group. Respondents were also asked to rate the engagement activities in terms of productivity & efficiency. They had to mention the degree of satisfaction for the 5 employee engagement items on a scale 1 – 5 where ‘1’ meant “Strongly Disagree”, ‘2’ meant “Disagree”, ‘3’ meant

“Neutral”, ‘4’ meant “Agree”, ‘5’ meant “Strongly Agree” level of satisfaction.

Table 1.2 shows 15 employees from IT employees who were interviewed.Each respondents were provided questionnaire, asking their gender, age group, types of activities they frequently participate in their organization, they were also asked how effective were these activities in terms of relaxing them in the their organization

Data Analysis

Study i (qualitative study)

Interview with 15 respondents were conducted and it was recorded over a call. Each interviewee were asked a set of questions and found that interviewee were inclined towards different extra-curricular activities at workplace. Based on that inputs, themes were formed.

Respondents	Themes
R1	Outdoor Activities
R2	Creative Activities
R3	Indoor Activities
R4	CSR Activities
R5	Outdoor Activities
R6	Indoor Activities
R7	Outdoor Activities
R8	Creative Activities
R9	Out-bound Activities
R10	Creative Activities
R11	CSR Activities
R12	Outdoor Activities
R13	CSR Activities
R14	Creative Activities
R15	Out-bound Activities

Study ii (quantitative study)**Measure**

Exploratory factor analysis was conducted, and factor loading of multiple item was exceeding 0.7, reliability test was also done which was ranging from 0.69 to 0.87 and average variance extracted was 0.532 indicating that the measurements are sufficiently reliable.

In order to verify discriminant validity, the square root of AVE was compared with the inter-construct correlations. The square root of AVE's were significantly greater than inter-construct correlation. Hence the constructs of the model have discriminant validity.

IT employees were interviewed. They revealed that there are several clubs & committees in the organization that conducts various activities which further complies under employee engagement. From the interview, the following themes were emerged; Outdoor activities, Indoor activities, Creative activities, CSR activities and Outbound activities.

Table 1.3: Themes & Classes, Frequencies, Sub themes of activities Source: Primary

Kruskal Wallis Test

Two Kruskal Wallis test was carried out for 2 dependent variables i.e relaxing & productivity whereas independent variable was types of activities.

Hypothesis H1 : Level of relaxation is significantly different with extra-curricular activities.

1st Kruskal Test

Here dependent variable was taken as relaxing and independent variable was taken as types of activities. According to the Kruskal Wallis test, mean for outdoor activities & outbound activities were higher and hence it was more preferred. Respective means were 3.81 & 3.94.

2nd Kruskal Test

Hypothesis H2 : There are significant difference between various activities in relaxing employee.

Here dependent variable was taken as productivity and independent variable was taken as types of activities. This was implemented on ranking of the themes/constructs According to the Kruskal Wallis test, mean for sports activities & creative and cultural activities were lowest and hence they were more preferred. Respective means were 2.71 & 3.13.

Regression Analysis

Hypothesis H3: Whether engagement significantly depends on participation in activities.

Linear regression analysis was carried out in order to check whether employee engagement depends on the participation of the activities or not. Here independent variables are

gender, types of activities, how fit employee feels by participating in the engagement activities, participation in various activities, frequency of participation and here dependent variable is engagement score. It was found that engagement doesn't depend on the participation in activities, however organizations are investing on them but they are not meeting the purpose.

Results & Interpretations

The data collected from the questionnaire and interview asking the engagement level through extra-curricular activities from the IT industry was studied using exploratory factor analysis and then it was understood that factors can be reduced it to certain number of factors known as retained factor. Before EFA, we observed that the satisfaction level of respondents. We can interpret from the same that what can be the factors for the employee engagement through extra-curricular activities and through Kruskal Wallis test we observed that employees are more engaged towards outdoor activities and outbound activities. From the results we can see that mean for outdoor activities & outbound activities are higher and finally through regression analysis we observed that extra-curricular activities doesn't leads to employee engagement.

Analysis of response based on various themes/constructs :-

Outdoor Activities

Many respondents were inclined towards outdoor activity. Outdoor activity is considered as engaging most of the times, employees aspire for outdoor activities such as Cricket, Football, Volleyball etc.

Indoor Activities

Many IT companies have different set of games and activities which is widely leveraged by the employees There are several indoor activities conducted by the fun committee/club or even sports committee or club of the organization. Games like scavenger hunt, dumb charades are highly participated by the employees.

Creative & Cultural Activities

Most of the IT companies, national festivals such as Independence day, Republic Day and other religious festivals like Holi, Diwali, Durga Puja and Christmas are celebrated. In India, there are regional differences as to how various festivals are celebrated. Employees do learn from different cultures which helps them to bond with other employees. Also most employees are inclined towards creative activities such as doodle competition, photography contest etc.

Employees are able to learn about another's regional festivals which are celebrated in their region. Employees wear traditional clothes and participate in potluck lunches and dinners and enjoys cultural programs like singing and dancing performance.

CSR Activities

Corporate social responsibility includes blood donation camps, cloth donation, tree plantation and teaching underprivileged children. In most of the organization, CSR activities are voluntary, though in some organization, participation in such activities is reflected in the appraisal process. Participation in such activities leads to motivation, commitment and engagement.

Outbound Activities

Outbound activities are practiced by organizations to enhance organizational performance through experiential learning. IT companies are spending heavily on outdoor adventure-based training program, there is rarely an evidence of its effectiveness on the employee performance. Many respondent were interested in activities like trekking, marathon etc

Discussions

This research has broadly two studies. First was an quantitative study where a questionnaire was filled by 102 employees ((belonging to the millennial generation) of IT companies. The second study involved interviews with 18 millennial generation employees from the IT sector; this phase of the study sought to have detailed understanding effective organizational engagement strategies and their implications on employee well-being and productivity from the perspective of employees themselves. This phase of the study sought to have detailed understanding effective organizational engagement strategies and their implications on employee well-being and productivity from the perspective of employees themselves. The scale developed for the first study had five constructs outdoor activities, indoor activities, creative activities, corporate social responsibility and outbound activities. The constructs had a Cronbach's Alpha and Composite Reliability of greater than 0.5, showing high internal consistency. The constructs also satisfy the test of discriminant validity.

The third most significant antecedent of employee engagement as revealed by the quantitative study is corporate social responsibility. This converges with the arguments of Gross and Holland (2011) that CSR drives employee engagement, enhances organization's reputation, builds trust of employees towards managers, increases pride and satisfaction towards the organization and reduces employee turnover. All of these were evident in the qualitative study. The qualitative study further confirmed findings of Glavas (2013) that if CSR is part of job role, then employees are more committed and satisfied when participating in CSR projects. The onus lies on HR managers to design CSR projects in ways that the millennial workforce becomes committed to them without feeling that such projects interfere with their regular job duties. Employees perceive participation in CSR activities as de-stressing and leading to better work life balance.

Also the most significant and important determinant of employee engagement found in both studies was outdoor activities. The qualitative study indicated that when outdoor activities were related to charity and social services, they enhanced employee morale, productivity, emotional

connectivity and reputation of the company. Ng et. al., (2001) also presented the same argument. The quantitative study indicated that physical activities had non-significant and inverse relationship with employee engagement. On the other hand, the qualitative study indicated that facilities related to physical activities were available in most IT companies; this, however, may not be the case in other sectors. Employees in general felt that physical activities helped in reduction of stress, re-energized them after a tiring day, and increased productivity. But sometimes, employees were unable to utilize these facilities due to mis-match of time, increased workload or lack of support from team leaders.

Some of the employees felt that though physical activities increased productivity, such activities only marginally impacted engagement. Respondents opined that such activities would be missed if they joined some other organization, but presence or absence of these activities would not change their intention to leave. Respondents also opined that better performance in sports and cultural activities should be rewarded during appraisal. Respondents also opined that they participate mostly on monthly & quarterly basis i.e 38.2% & 23.5%.

In-fact, other strategies employed for engagement, such as corporate social responsibility, may lead to reduction of stress and better work-life balance. Further, millennial employees from the IT sector in India look forward to cultural activities and festivities as an integrating strategy where they can network with superiors and peers of other units and teams, know each other's cultures and customs, and show their own talents. These activities increase commitment and confidence, and help in developing communication skills and sense of belongingness to the organization. Kapoor and Meachem (2012) also found that festivities and cultural activities nullified feelings of perceived discrimination, unified employees and made them happy. Stevens et. al., (2008) recommended that festivities and celebration should be an integral part of all-inclusive multiculturalism policy for unifying employees.

In this research we have found that outdoor & outbound activities have been predominantly taken up by the IT employees in India. Also in this research we have taken the count of number of employees in different age group, frequency of participation and activities they are inclined towards. We also found that employees in the age group of 26-30 years frequently participates in the activities. Organization need to come up with unique strategies to increase more participation from employee sides which would lead to employee engagement.

Conclusions And Implications

We needed to study the employee satisfaction level using exploratory factor analysis, Kruskal Wallis and regression analysis test. By EFA and regression analysis we came to know that extra-curricular activities doesn't lead to the employee engagement. Engagement motivates employees to go the extra mile for the customer, thereby enhancing customer life time value and sales of the organization. The present study can help academics and practitioners determine the most effective strategies for engaging the millennial generation. A concurrent mixed method study

was conducted wherein a quantitative empirical study was carried out to identify the frequently participated activities. Millennial generation is the newest entry to the workforce and the most demanding. Job switching is very high in this generation, particularly in the IT sector. Our study indicated that millennial workforce cannot be engaged with just enabling infrastructure (e.g. sports facilities). A healthy work environment is required for meaningful relationship with peers, upline managers and other stakeholders. This can be ensured by outdoor activities, creative and cultural events, outbound activities. Indeed, participation in outdoor activities is something that engages the head.

Limitations

Respondents were occupied while answering the questions and this result in inaccurate information received and perceived. Due to pandemic situation, interviews were conducted over telephone & skype.

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Annexure

Table 1.2: Details of interviewees from IT companies, Source: Primary

Respondent	Gender	Tenure in month's in the present organization	Job Role
R1	Male	24	Software Development Engineer
R2	Female	27	Senior Consultant
R3	Female	21	Associate
R4	Male	34	Human Resource Business Partner
R5	Male	20	System Engineer
R6	Male	35	System Analyst
R7	Female	32	Financial Service
R8	Male	29	Senior System Engineer
R9	Female	32	Financial Service
R10	Female	40	Senior Developer
R11	Male	30	Design Engineer
R12	Male	24	Full Stack Developer
R13	Female	26	Team Lead
R14	Female	38	Project Manager
R15	Male	28	Developer

Table 2.1: Descriptive Statistics of 1st Kruskal Test, Source: Primary

Descriptive Statistics					
	N	Mean	Std. Deviation	Minimum	Maximum
Effective_Relaxing_Creative	102	3.637	1.2804	1.0	5.0
Effective_Relaxing_Fit	102	3.637	1.1756	1.0	5.0
Effective_Relaxing_Outdoor	102	3.814	1.2246	1.0	5.0
Effective_Relaxing_CSR	102	3.657	1.0098	1.0	5.0
Effective_Relaxing_Outbound	102	3.941	1.1842	1.0	5.0
Effective_Relaxing_Social	102	3.451	1.2238	1.0	5.0
Effective_Relaxing_Fest	102	3.500	1.2247	1.0	5.0
Activities	102	2.71	1.446	1	5

Table 2.2: Mean Rank of different activities, Source:

Primary

	Ranks		
	Activities	N	Mean Rank
Effective_Relaxing_Creative	1	33	41.89
	2	12	53.63
	3	23	69.09
	4	20	49.35
	5	14	46.50
	Total	102	
Effective_Relaxing_Outdoor	1	33	46.45
	2	12	80.38
	3	23	47.57
	4	20	56.63
	5	14	37.79
	Total	102	
Effective_Relaxing_Outdoor	1	33	64.15
	2	12	36.71
	3	23	39.67
	4	20	60.50
	5	14	40.93
	Total	102	
Effective_Relaxing_CSR	1	33	47.98
	2	12	50.21
	3	23	53.33
	4	20	39.58
	5	14	74.93
	Total	102	
Effective_Relaxing_Outbound	1	33	50.53
	2	12	29.67
	3	23	47.59
	4	20	67.90
	5	14	55.50
	Total	102	
Effective_Relaxing_Social	1	33	48.56
	2	12	55.25
	3	23	60.04
	4	20	44.73
	5	14	50.86
	Total	102	
Effective_Relaxing_Fest	1	33	50.00
	2	12	49.50
	3	23	49.74
	4	20	53.08
	5	14	57.39
	Total	102	

Where

- “1” = Outdoor Activities,
- “2” = Indoor Activities,
- “3” = Creative & Cultural activities,
- “4” = Outbound Activities,
- “5” = CSR Activities.

Table 2.3: Test statistics of different parameters, Source: Primary

Test Statistics ^{a,b}							
	Effective_Relaxing_Creative	Effective_Relaxing_Fit	Effective_Relaxing_Outdoor	Effective_Relaxing_CSR	Effective_Relaxing_Outbound	Effective_Relaxing_Social	Effective_Relaxing_Fest
Chi-Square	13.036	17.561	17.899	14.075	14.906	3.693	.888
df	4	4	4	4	4	4	4
Asymp. Sig.	.011	.002	.001	.007	.001	.449	.926

- a. Kruskal Wallis Test
- b. Grouping Variable:Activities

Table 3.1: Descriptive statistics of 2nd Kruskal Test, Source: Primary

Descriptive Statistics

	N	Mean	Std. Deviation	Minimum	Maximum
Rank_Fest	101	3.960	1.7142	1.0	6.0
Rank_Creatives	102	3.392	1.5930	1.0	6.0
Rank_CSR	101	3.634	1.4403	1.0	6.0
Rank_Fun_Activities	102	3.578	1.4855	1.0	6.0
Rank_social_media	102	3.814	1.5333	1.0	6.0
Rank_sports	102	3.137	1.8133	1.0	6.0
Activities	102	2.71	1.446	1	5

Table 3.2: Test Statistics of 2nd Kruskal Test, Source: Primary

Test Statistics^{a,b}						
	Rank_Fest	Rank_Creatives	Rank_CSR	Rank_Fun_Activities	rank_social_media	rank_sports
Chi-Square	14.054	11.097	17.132	7.377	1.848	4.302
df	4	4	4	4	4	4
Asymp. Sig.	.007	.025	.002	.117	.764	.367

- a. Kruskal Wallis Test
- b. Grouping Variable: Activities

Table 4.1: Regression Statistic table, Source: Primary

Regression Statistics	
Multiple R	0.29799999
R Square	0.088803994
Adjusted R Square	0.041345869
Standard Error	0.524765911
Observations	102

	<i>Coefficients</i>	<i>Standard Error</i>	<i>t Stat</i>	<i>P-value</i>	<i>Lower 95%</i>	<i>Upper 95%</i>	<i>Lower 95.0%</i>	<i>Upper 95.0%</i>
Intercept	3.7600	0.3397	11.0896	0.0000	3.0930	4.4417	3.0930	4.4417
Extent of presence of leisure activities	-0.0343	0.0252	-1.3669	0.1748	-0.0843	0.0155	-0.0843	0.0155
Frequency of Participation	-0.0590	0.0604	-0.9919	0.3237	-0.1797	0.0599	-0.1797	0.0599
Gender	-0.1777	0.1131	-1.5712	0.1194	-0.4021	0.0468	-0.4021	0.0468
Perceived Effectiveness of activities for physically fitness ?	0.1442	0.0804	1.7946	0.0759	-0.0153	0.3038	-0.0153	0.3038
Perceived Effectiveness in productivity	0.0221	0.0666	0.3315	0.7410	-0.1101	0.1543	-0.1101	0.1543