

Development Of Employee Engagement Model for Balancing Work Stress Among IT Professionals Working in MNCS

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Abstract

Throughout the world, almost every individual is engaged in improving their career and earnings. Personal goals and expectations from life are two sides of the coin. Work stress today has become a common problem faced by employees in many organizations. The highest stress levels among IT professionals are noted during the Covid-19 pandemic. The work-from-home concept was born strongly and initially welcomed by IT company employees. However, managing work and managing life at home were both interwoven with multiple responsibilities after the announcement of the lockdown. Traditionally, work-life balance is under strategic study, but the pandemic brought more complex situations. Employee engagement enhances the productivity of the organization. Hence, this paper provides a new strategy for human resource experts and employees to balance optimum employee engagement to increase employee well-being and company gains. The proposed research outcome was validated statistically with participants from the Pune IT hub.

Keywords: work-life balance, employee engagement, human resource strategy, work culture

1. Introduction

Professional engagement occurs if people deliver their individualized selves to executing their job tasks. Engaged employees exhibit their real selves because of corporal engagement, intellectual mindset, and sentimental relationships. On the other hand, people today do not have the option to select their preferred job and so need to choose a career as a requirement. With no flexibility in work selection, employees may feel lesser enthusiasm and obligations closer to work. Studies have constantly exhibited that employees frequently encounter discord between their working and personal lifestyles [1].

Employees may boost their work conditions by proactively swapping their job expectations and resources. Many of these 'job crafting' habits enhance the match between the employee and the job. It encourages work involvement because employees make their unique work more interesting and wonderful [2]. Since 1980, human resources professionals, work-related well-being medical professionals, experts, and managers in various companies have paid vital attention to workplace pressure because of its effects on productivity. Internationalization, technological advancement, raised challenges, work intensification, and employee diversity have all been targeted to elevate the burden and anxiety in the workplace [3]. Prevalent components of work-life balance are shown in Fig. 1 below.

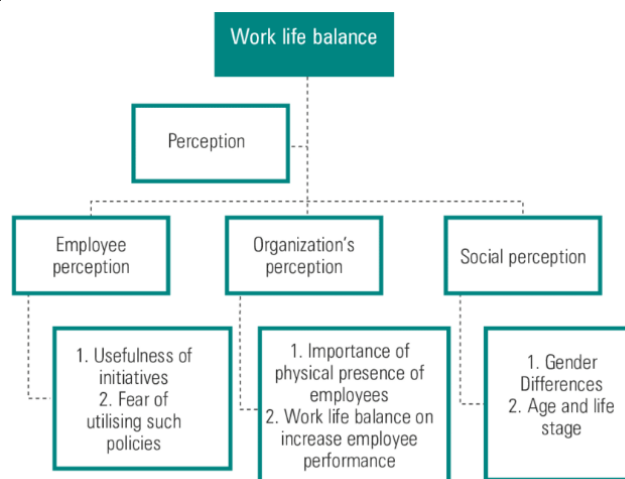


Fig. 1: Work-Life balance framework

So, why is employee engagement essential for an organization? It is advantageous to evaluate the previous study and determine the challenging points of view that continue to be analyzed [4]. Nowadays, companies must stay attentive and adaptable to unexpected situations, such as external downturns, which come up with extended concern among their particular workforce and pose speedy provocations to the organizations' functionality and stability. Nevertheless, with the

recent COVID-19 outbreak, companies abruptly have to understand the freakish and thus come across new alternatives to difficulties in many aspects of their businesses [5].

The unfortunate coronavirus outbreak has placed companies and the workforce with many concerns and significant hardship. As people hold comparatively idle and understand the waves of the virus in numerous ways, several are lasting to work from home to one place or another. In such instances, the psychological stress of confinement is exponentially boosted as the anxiety of a new work environment fits [6]. Work stress is viewed as increasing and has turned into a concern for the company, and since high-level stress results in poor efficiency, increased absenteeism and turns to other employees' complications like alcoholism, drug abuse, blood pressure, and a host of cardiovascular concerns. Also, all those employees are the necessary resources for a company; subsequently, stress reduces the company's company's valued support. Work stress and its motives have been analyzed extensively, suggesting that it is familiar and familiar. Even so, stress still triggers havoc in the workplace, just like stress management stress in employee functioning [7].

In many of these insecure scenarios, the emphasis on work-life priorities needed to be more sketchy. The study also attempted to figure out the HR/organizational services system that needs to be given to the employees for enhanced mental health and work engagement techniques [8]. Section 2 presents the literature review in line with the problem identified; Section 3 discusses the proposed research methodology and hypothesis formulation; the results and analysis are presented in Section 4, and Section 5 concludes the research.

2. Literature Review

For a long time, researchers and experts have revealed that staff members need to stabilize amongst work and household needs. Now that details and communications technology enable the workforce to select their functioning activities and places, adaptable operating models significantly obscure the work-home limitations, making it challenging for employees to switch off from work.

The author assessed a three-week online self-training involvement instructing mindfulness as an intellectual psychological segmentation technique. Daily experiences on emotional impartiality, efficient well-being, mental and work-family discord, and fulfillment with work-life stability were evaluated, with a precise emphasis on whether segmentation choices average training responsiveness [9]. The author investigated different operating factors and obstacles confronted by working women and approaches followed by women to deal with work-family commitments. The results show flexibility and home working, family and spousal support, and company support as essential driving forces for women's work-life equilibrium during COVID-19 [10].

The author's conclusions indicate that a functioning setup frequently called 'flexible' working from home can lessen freedom in a required setup, followed by removing critical and psychological support components like child care and corporal social events. Increased workloads, increased employer monitoring, social disconnection, and distorted restrictions in work and personal life jointly lower employees' identified flexibility potential [11].

Applied behavior analysis (ABA) professionals record high levels of burnout, which is revealed as fatigue and disengagement. The author discovered whether and how employing self-care tactics and job-crafting methods affects recognized levels of work-life equilibrium, work engagement, and burnout among ABA experts who work in human service functions. The author asserted that self-care and job-crafting affluence assist a well-being tradition in graduate student courses, training/supervision curricula, and mentor-mentee associations [12]. One hypothetical strategy for knowing the idea of work-life balance is the spillover theory, which allows for recognizing the effect of work on family life, either favorably or adversely. For example, if an employee has a nerve-racking day at work, they may provide unfavorable remembrances at home, consequently impacting their private life. As a result, employees possibly are predicted or individually need to formulate healthy coping approaches and abilities to fulfill the new requirements of work and family [13].

According to the author, the equilibrium between life and work is accomplished at a social level if an organization has a basic hiring procedure and gives job reliability to its workforce. Aside from that, family guidelines that benefit or motivate common family systems and ideals can stabilize people's professional and personal lives [14]. Study reveals that men benefit from practical work-life stability. Work-life balance is an essential element of a beneficial work ecosystem. Furthermore, men who maintain a healthy work-life balance tend to show positive perceptions and improved efficiency in the company [15].

The author attended to the shadowy side of the association between managers and subordinates, which has yet to be evaluated in the Brazilian literature. It likewise pulls interest to diverse detrimental effects linked with dysfunctional actions of individuals that accommodate leadership placement in companies [16]. The workforce's capability to adapt to alterations in the work conditions and numerous other issues can bring about employee stress. With job stress, businesses need to concentrate on employee involvement initiatives. Employee involvement is the bond between employees and the company that can be proclaimed structured on facts or nonphysical data that immediately influences the corporate organization [17].

The author mentioned the tactical role of Perceived Organizational Support (POS) in producing positive job perceptions, therefore minimizing pressure in the place of work. The author also executed a scientific analysis to determine if and how job meaningfulness impacts identified anxiety and whether work involvement has a mediating impact concerning all these

two constructs. Structured on the Job Demands-Resources (JD-R) model as well as Social Exchange Theory (SET), the author hypothesized that POS has both direct and indirect associations with all these variables: meaningfulness, work involvement, as well as identified stress [18]. CSR activities in MNCs are trying to focus on work-life balance in the post-COVID-19 era [19].

3. Proposed Methodology

As per the literature study, many researchers focused on job satisfaction, job stress model, spillover strategy, burnout analysis, etc. However, focusing on work-life balance, we identified that more research on new strategy development needs to be done. As a post-COVID-19, there is a need to collectively develop a human resource strategy for employee engagement by considering the life balances. We formulated a hypothesis for the validation of the proposed study:

H0: Employee engagement does not have an impact on work-life balance of employee.

H1: Employee engagement has an impact on work-life balance of employee.

H0: There is no relation between work-life balance and work-stress

H1: There is relation between work-life balance and work-stress

Concerning the above hypothesis, we developed a new strategic framework for corrective actions for the betterment of employees, shown in Fig. 2 below; the new Employee Engagement Model can be suitable for controlling work-life balance.

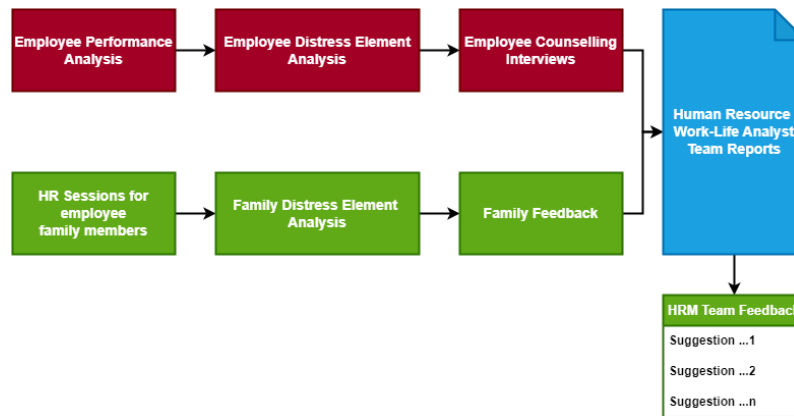


Fig. 2: Proposed Methodology Framework

We surveyed identification on the impact of employee counseling and family feedback on employee engagement and, subsequently, on the performance ratio of employees. The data was collected from IT companies in Pune city. The total population of IT employees, human resource experts, and project management teams is approximately 56,069, per the Maharashtra State Human Recourse portal records. Hence, the sample size calculated is 400. Further, we analyzed the demographic profiles of 40 participants for a reliability test. The hypothesis testing has been done, as shown in the next section of this paper.

4. Result and Analysis

The following hypotheses were considered to understand the impact of work-life balance on employee engagement.

H0: Employee engagement does not have an impact on work-life balance of employee.

H1: Employee engagement has an impact on work-life balance of employee.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	8	1	1.573	1.081	0.007
Within Groups	92	399	0.125		
Total	100	400			

The result of the significant level is 0.007 hence the null hypothesis is rejected.

H0: There is no relation between work-life balance and work-stress

H1: There is relation between work-life balance and work-stress

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	7	5	2.082	2.074	0.005
Within Groups	93	395	0.158	-	-
Total	100	400			

The result of the significant level is 0.005 hence the null hypothesis is rejected.

According to the hypothesis testing, all positive hypotheses are accepted. It implies that employee engagement impacts employees' work-life balance, and a relationship exists between work-life balance and work stress.

5. Conclusion

In this paper, it is discussed and analyzed that work-life balance is certainly stated to be the balance of the time somebody spares doing work, likened to the time put into one's personal life. As a formal definition, work-life balance is to know how to produce a healthful and encouraging work environment that enables employees to balance work and personal tasks and, therefore, increase worker functionality. As per the review, work-life balance is recognized by two ideas: accomplishment and joy. Somebody must possess both; this is the cause why those who are regarded as effective accomplish in no way experience as happy or unsatisfied as they need to get.

In the beginning, regarded as the corona virus, COVID-19 has turned into an outbreak passed on throughout the world. This contributed to the remoteness of most areas and offered extremely extreme effects on the overall economy. This creates people working even more online to maintain them effectively and preserve their overall performance amid the breakout. Hence, results revealed that the proposed employee engagement model strategy helps balance work-life challenges by involving family feedback. The future prospectus of the proposed research can be helpful by process automation to identify sentiment analysis of employees.

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