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## *A Study of Employee Engagement and its Effect on Employee Productivity: Case Study on Telecommunication Sector*

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*Abstract: What is employee engagement exactly? Employee Engagement is the means or strategy by which an organization seeks to build a partnership between the organization and its employees, such that employees fully understands and is committed to achieve the organization's objectives, and the organization respects the personal aspirations and ambitions of its employees.*

*In the current business scenario securing employee commitment is being recognized as the critical consideration, if an organization is to make the most of its investment in people. But this is not the price that is won easily. There are strong correlations between compensations, benefits, plans and employee commitment. Employee Engagement is an important area that an organization should concentrate to be productive and to get effective, loyal, and committed work force.*

*The paper throws light on aspects of employee engagement, categories, importance, measures, tools used and elements of employee engagement. The data is collected from both the primary and secondary sources. The primary data is collected through distributing questionnaires with a sample size of 100 and secondary data through internet, books, surveys, reports etc.*

*The paper discusses the factors contributing to the employee engagement and also studies the various strategies implemented by HR professionals to enhance employee engagement.*

*Keywords: : Employee Engagement, Employee commitment, employee retention, Employee satisfaction, Communication.*

### I. INTRODUCTION

Globalization is the buzzword and we as a part of the globalized world are in the unavoidable clinches of challenges of this world. Competition has raised high and due to which the challenge to survive as a global leader has made organizations to build various strategies. One such term 'Employee Engagement' is a relatively new term in HR literature and came into prominence from 2000 onwards. The term finds a place in Workforce Magazine (Wellins et al 2005), Harvard Business Review (Fleming et al 2005), the Washington Post (2005) etc. As also on the websites of many human resources consulting firms such as Development Dimensions International (DDI) (2005) and Towers Perrin (2003). Engagement occurs when Satisfaction, Motivation and Effectiveness intersect. While each of these factors has its own value of its own, it is only when all three are present together that true engagement occurs. When we explore them from a practical perspective, we can see that each is actually a distinct and unique concept and that all of three are essential components of engagement. Engagement is creating prospect for human resources to attach with their managers, colleagues and organization. It's concern is to shape a milieu where employees are motivated and connected with their job in real caring manner to do a high-quality job. The paper mainly aims to get insight into the employee engagement practices. It is also aimed to identify the factors affecting employee engagement.

**TOOLS / INDICATORS USED FOR MEASURING EMPLOYEE ENGAGEMENT**

As per the data only 55.5% of the industries use specific tools to measure the employee engagement and 80% of the industries which use tools to measure the employee engagement take the assistance of corporate HR. Customized surveys and Gallup's 12Q survey are the other tools which are preferred by the sample organizations to measure the employee engagement. All the sample organizations use one or more indicators to relate employee engagement in the organization. 80% of sample organizations relate growth in productivity to increase in employee engagement. The other tools which are used in relating with employee engagement are in the number of employee referrals and absenteeism. In Baidyanath most of the recruitment is done through employee referrals only. 77.7% of the respondents agree with the framework Say, Stay and Strive i.e., if an employee says about the organization, strives for the organization and wants to stay in the organization then the employee is said to be engaged.

**II. LITERATURE REVIEW**

The origins of engagement could be traced back from various research literatures. Three promising antecedent variables are significant in the context of employee engagement. (Brown & Leigh, 1996; Harter et al., 2002; Harter et al., 2003; Resick et al., 2007; Rhoades et al., 2001) These antecedent variables were job fit (Resick, et al., 2007), affective commitment (Rhoades et al., 2001), and psychological climate (Brown & Leigh, 1996). Employee Engagement is retention of talent (Glen 2006) and is an area where lead has been taken by practitioners (Bennett & Bell 2004, Baumruk et.al 2006, Gallup Management Journal 2006, Parsley 2006, Woodruffe 2006). It is an area where rigorous academic research is required (Macey & Schneider) Most often employee engagement has been defined as an emotional and intellectual commitment to the organization (Baumruk ,2004; Richman,2006 ;and Shaw,2005).;as the amount of discretionary effort exhibited by employees in their job (Frank *et al* 2004).;as a positive attitude held by the employee towards the organization and its values (Robinson D, Perryman S, Hayday S ,2004). Employee Engagement has been reported to belong on the time continuum, as measured by the time spent on a job (Goddard, 1999). Employee Engagement has also been used interchangeably with commitment (McCashland, 1999).Mc Cashland (1999) refers to engagement and commitment interchangeably. Employee Engagement has been reported to belong on the time continuum, as measured by the time spent on a job (Goddard, 1999). Employee Engagement has also been used interchangeably with commitment (McCashland, 1999).Mc Cashland (1999) refers to engagement and commitment interchangeably. Blessing White (2011) have reported the engagement levels in India during the year 2010. According to the report 37% of the employees in India are engaged. Engagement levels may vary across organizations reasons being organization size, gender, workplace structure and functions. Younger employees were less engaged as compared to older and married employees. Employees in healthcare and chemicals had maximum engagement levels and least in banking and financial services. Among the drivers of engagement, Indian managers identified three factors of job satisfaction such as career development opportunities and training (28%), more opportunities to do what one does best (21%) and more challenging work (15%) as the most important contributors.

**III. NEED OF THE STUDY**

Study on this topic becomes a vital one since the real value of the company has shifted from tangible assets to the intellectual assets. Highly engaged employees make a much required contribution to the organization and at the same time disengaged employees can be a serious liability. Customer satisfaction, employee retention and productivity are all at risk when disengagement is not controlled. The employee engagement has influence in the financial stability of the company also. Therefore there is a need to study the employee engagement aspect very closely.

**IV. SCOPE**

The paper helps to gain an underlying tool of employee engagement to measure employee engagement, various factors affecting employee engagement, practices to improve employee engagement, and advantages of having engaged. For this

purpose an appropriate Questionnaire was prepared for identifying Employee Engagement strategies implemented by the organizations. The results were drawn after analyzing the filled in questionnaire that is obtained from the Survey.

### Objectives of Research

The objectives of the research project were to develop strategies that organisations can use to improve the level of employee engagement.

More specifically the objectives of the project were to:

1. Determine from relevant literature what factors influence employee engagement.
2. Investigate and select the factors that effect employee engagement;
3. Develop a framework of strategies that can serve as a model for organisations to enhance employee engagement.

### Research

We surveyed hundred Telecommunication professionals working in four prominent Telecommunication Industries taking the sample size of 25 each making it to a complete 100 sample size . As professionals with a great deal of familiarity with employees' experiences at work, they provided a valuable perspective on workplace engagement

Though we encountered lot of limitation in pretext of false information and unwillingness to respond, still we were in a position to draw few conclusions for the same.

### V. MAIN FINDING

First an overview was gained of the challenges and opportunities Telecommunication Industry is facing in its work environment deriving from the national and industry context and their implications on the change of organizational culture towards organisational sustainability. Secondly, the survey revealed that there was overall positive attitude among respondents, including enthusiast and an employee potential to get engaged. The major findings of the research are as below

- Out of the sample of 100 employees, 8% of the employees have spent less than 2 months, 4% have spent 2 months – 6 months, 37% have spent between 6 months to 1 year and 51% of the employees have spent more than 1 year which is a good sign showing good retention power of the company.
- 78% of the employees said that their opinion seems to count which a good indication is again.
- A good 77% of the employees felt that yes, there work is recognized in the company.
- The 82% of the employees felt that the environment is pleasant and employees are cooperative to work with.
- 58% of the employees felt that the company fairly looks after the well being of its employees.
- 64% of the employees agreed and strongly agreed for the self growth and advancement.
- 77% of the employees said that there was a good feedback and guidance provided by the supervisors which indicated a good communication flow in the company.
- 91% of the employees had friends at work which is again a good indication.
- As regard to extra curricular activities there are not much activities taking place. As only 58% of the employees agreed with the statement, that there are extra curricular activities being conducted by the company.
- People preferred gifts/discounts coupons, parties and sports activities more.
- Outings and birthdays/anniversary celebrations are also much demanded activities.

- 60% of the employees felt that the motivational level was fine in the company which was good for both the employees and the organization.
- 72% of the employees felt that they were fairly evaluated on their performance.
- In terms of QWL the company should be careful because only 50% of the employees were able to balance their personal and professional life simultaneously. Therefore there was lack of QWL
- 56% of the employees thought that they will remain with the company even if they were offered better jobs outside. 32% of the employees were really confused on what will be their decision. It was a threat to the company as it showed that there was lack of loyalty among the rest of the 12% employees.
- A good 94% of the employees considered this sector as a good place to work.
- 73% employees said that their organization were able to meet the expectations of the employees.
- 78% employees felt that adequate training has been provided to them.
- 86% employees felt that the communication flow was good & were aware of latest information happening in the organization.
- Lastly the company came out to be a winner as a majority of the employees were satisfied and enjoy working in their respective organisation.

## VI. DISCUSSION

There were few suggestions made to make the environment more conducive for employees to make the organization a better place.

- Build emotional connection by involving families through functions like family day, picnic with families etc
- Always support the employees during difficult times, both financially and emotionally.
- Team leader to encourage involvement of his team in decision making so that the employees feel able to voice their ideas and managers listen to their views and value employee contribution.
- Remain competitive with salary.
- Job rotation and multi tasking to avoid boredom.
- Show concern with employee's health and well-being. Make them feel valued.
- Rewards and recognition should be fair and transparent.
- Few suggestions to mention for extracurricular activities and improving QWL are:
  - Employees and their families- family day
  - Treating employees as a member of the company by giving a day off on their birthdays and anniversaries.
  - Employee of the month or annual awards.
  - Employee's kids' participation in painting competition.
  - Festival celebration
  - Self management workshops- art of living
  - Processes and systems with high degree of automation.

- Provide opportunities for social interaction.
- Seek ideas and inputs from everyone.
- Train employees how to resolve interpersonal conflicts.
- Provide opportunities to develop their potential.
- Promote joy and appropriate humor within the office.
- Provide feedback and guidance.
- The managers must take up the opportunity in encouraging and rewarding the excellence displayed by the employees in their work.
- The companies should take appropriate measures to ensure that their employees are passionate and proud about their work.
- Activities to develop the culture of the organization:
  - Clear and humane HR policies
  - Initiatives to maintain the good quality of work life and a balance between
  - Clear demarcation between Personal/professional lives
  - Demonstrating a commitment to respondents' well being
- Team building activities:
  - Small team recreational activities, such as family gatherings.
  - Community outreach activities such as volunteering for social activities

These initiatives would help Telecommunication sector to overcome the gaps discovered during the research .Employee Engagement being one of the most important tool for retention can be used as a powerful weapon for retaining employees & making a better place for the employees to work.

Employee engagement emphasizes the importance of employee communication on the success of a business. An organization should thus recognize employees, more than any other variable, as powerful contributors to a company's competitive position. Therefore employee engagement should be a continuous process of learning, improvement, measurement and action.

## VII. CONCLUSION

We would hence conclude that raising and maintaining employee engagement lies in the hands of an organization and requires a perfect blend of time, effort, commitment and investment to craft a successful endeavor and to help them being productive employees .The productivity seems to be in the direct proportion to the Employee engagement. With all the positive measures offered to the workers with quality and quantity production as the chief aim, it may be of much more good factor for increasing the productivity and performing the organization in a better manner by improving Employee engagement. The HR managers should do well to focus their initiatives on employee retention and on job satisfaction. Human Resources professionals need to understand that the satisfaction with management job satisfaction, pay and benefits, , equal opportunities in the organization and influence employee engagement.

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