A Study on the Effectiveness of Employees Engagement Practices in Bsnl

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ABSTRACT
Employee Engagement refers the level of commitment and involvement of the employees towardstheirorganizationanditsvalues.Theaimofthis studyistostudytheimpactofemployeeengagementon employee performance and also to study the factors affecting employee engagement. The factorsare pay and benefits, Health and safety, Performance appraisal, performance of the company,communication, training, leadership, grievance procedure, career development and other benefits.The research design of the study is causal and descriptive in nature. The data are collected throughstructured questionnaire and the sample size is 157 employees. For the analysis Chi-square test,Percentage analysis and ANOVA are used. The result of the study discovered that employees aresatisfied with overall performance of the company. All the factors of Employee engagement areaffectingthe employeeperformancein thepositiveway at theorganization.

Keywords: Employeeengagement,Chi-squaretest,Percentageanalysis,ANOVA,employeeperformance

I.   INTRODUCTION

Employee engagement is a crucial for the well being of any organization as its leads to strongbusinessperformance.Itisconcernedwiththeissuesofcommitment,satisfactionandorganizationalbehavior.Employeeengagementisbasicallythelevelofcommitmentandinvolvementthatanemployee'shastowardstheirorganizationanditsvalues.Whenanemployee is engaged, he is aware of business content, and works with others to improve performance tobenefitthe organization.Insuchcaseemployeesholdsa positive emotionalconnectiontoemployee'swork.Therearenumerousfactorsthatsuggestsanemployeesasaninvolvedemployees. This study is concerned with identifying the positive factors that contributes makingan employees as an engaged employees.

The key variables describing employee engagement areassodiscoveredcontributesinimprovingtheperformanceoftheemployees.Employeeperformance are the achievement and accomplishments made at work. Employee engagement isgettingattentionaskeydeterminantsofemployeeperformance.Studiessuggeststhathigherlevelof employee engagement at organization leads to higher quality with regards to employeesperformance.

The study is concerned with identifying the impact that the engagement of employees with anorganization makes to the overall performance of employees at work. Several variables are usedtounderstandtheimpactofengagementonperformance.Assumptionarethatemployeesengagementprovidesencouragementtoemployeesinordertoimproveorganizationalperformance alsotolowerturnoverratio andbetterhealthalsobrings positivitytowardswork.

Oneofthemostsignificantconsiderationisthatemployeeengagementhassparkedthewidespread interest. It can bring the connect of employees with organization helps in identifyingandconveyingexpectationsforeachotherleadstoclarityincommunicatingaclearvision.Buildsthe trust and cooperation within the members of the team and in the organization. Also in suchcasesemployeesstrivesforthegoodreputationofthecompany.Howevertheseelementsexplainswellhowemployeeengagementimpacttheperformanceofthe employeeswithintheorganization.

In this review we study about the various factors that impact employee engagement in anorganization.Thesearealsopopularlyknownasdriversofengagement.Todayemployeeengagementhasbecomealeadershippriorityastheyconstantlyseekfordifferentmethodstokeeptheirwork-forceengaged.Themanagementisfindingitselfbeingtestedeverydayonitscapabilitiestokeepitsemployeeengagedwhilealsoimplementingthepoliciesdefined.Employeeturnover has taken different sectors in the industry by a storm, as employees are found to

beconstantlyswitchingjobsthuscausinghighattritionrates.Henceemployeeeretentionandengagement has become a daunting task in these unstable economic times. Many surveys andstudies are being conducted all around the world by several HR professionals to derive atconclusionsabout thefactors responsible forinfluencing theengagement.

Employee engagement can be defined in different ways. An engaged employee is one whoproduces results, does not change job frequently and more importantly is the ambassador of thecompany at all times. he performance of an engaged employee as defined by Hay group is asfollows "a result achieved by stimulating an employees' enthusiasm for work and redirecting ittowardsorganizationsuccess.hisresultcanbeachievedonlywhenanemployeroffersanimplicitcontract to the employees that demonstrate specific positive behaviors which are aligned withorganization'sgoals".

An employee could also be found to be experiencing three different levels of engagement. Hecould be engaged, not engaged or disengaged. Engaged employees are those who work withpassion towards the organization's goals. An employee who is not engaged is one who is seen tobe participating but not with passion and energy towards the organization's common goal.Disengaged employees are those who are unhappy at their work an act out of their unhappiness.Engagement is also found to have three different facets, Intellectual engagement that refers todedication towards performing better at one's job, affective engagement or feeling positive afterperforming one's job and lastly social engagement which is involved in discussions with othersaboutenhancingworkrelatedimprovements.Effectivemanagementamongstotherfactors.However,

the findings also reveal that there is no one fixed model that shows the relevance andsignificance of the influence of all variables because different employees lay different emphasisonvariablesimpactingengagement.Thesevariationsmayariseduetovariationsinindividualand3jobcharacteristics,genderdiversity,andethnicdiversityetc.Itwasalsofoundthatthevariancebetweenengagement andleadership factors.

Employee Engagement is the devotion, passion of employees and effective leadership skills withsupport from the top management to the employees. Human resource leaders set the drive andcreedoftheircompanyandspreadthatpositivemoraletotheemployeesinthecompany.Areviewofthearticlebasedonthe10C"sforemployeeengagementbytheauthor,GeorgeAmbler(2007)pulledthefactsandhighlig

htsfromthefullstoryintheIveyBusinessJournalandalsosummarizedthe explanation of the10 C"sasfollows:

1.Connect: Leaders should always show and make known that they value employees. Goodemployee engagement is only going to happen if employees feel positive and strong about theirrelationshipwiththeirboss.Iftheyhaveanegativeattitudetowardstheirbossorfeelthatthebosshas a negative attitude towards them, employee engagement is not going to happen.

2.Career: Managementandleadersshouldprovideworkfortheiremployeesthat'snotonlychallengingbutalsomeaningfulwork.Theyshouldalsoprovideopportunitiesforcareeradvancement.Most people want to look forward to a new challenge or job title. For example, management shouldestablishgoalsthatleadtocareeradvancementandhighrewards.Iftherearenosuchopportunitiesfor some positions, they should be created. A simply visual description of a career ladder wouldilluminatethis as well.

3. Clarity: Leaders must communicate a clear vision. Communication is always important in anyrelationship. The clearer a leader or manager is about what they want from the employee as wellas the overall picture of how that job affects the company, the better. If 11 the employee doesn'thave a clear vision of not only their job but also the goal of the company and its entire picture,therewill betensionbetween employees andmanagement as well asfrustration.

4. Convey: Leaders need to clarify their expectations about employees and provide constructivefeedback on their functioning in the organization and how that fits into the entire picture of thecompany.

5. Congratulate: Always make sure to give recognition to a job well done by an employee. Toooften management and leaders focus on the negatives and mistakes of an employee and forget tocongratulatethem onajob well done.

6. Contribute: Leaders should make their employees feel important. An employee is going to bemuchmoreengagediftheirmanageraskstheirinputonajoborfunctionofthecompany.Lettheemployeesfeel liketheyarecontributingto thecompany'ssuccessand itsfuture.

7. Control: Employees need and value control over the flow and pace of their jobs. Leaders cancreateopportunitiesforemployeestoexercisethiscontrol.Afeelingof"beinginonthings,"andof being given opportunities to participate in decision making often reduces stress; it also createstrust and

aculturewherepeople want to takeownership ofproblems and their solutions.

8.   Collaborate: Employees that work in teams typically have the trust and cooperation of theirteammembers.Theseindividualswillbeoverallbetteremployeesandoutperformindividualsandteams that don't have the trust and strength in work relationships. Team builders end up beinggreat leaders because they bring everyone together and build a good team that has trust in eachother.Team building should bestressed.

9.   Credibility: Leadersshouldalwaysstriveto maintainacompany's reputationanddemonstratehigh ethical standards. Once there is a lack of credibility or it gets out that a leader has beeninvolved in some sketchy business, there is no order in the company. Employees and clients willnottrust that manager andit will affect theimage of thecompany severely.

10.   Confidence: Excellent leaders help create and spread confidence throughout their companyby being exemplars of high ethical and performance standards. If employees see their leader as aconfidentand ethical person, they will strive tobeliketheir leader.

1.2 OBJECTIVESOFTHE STUDY
- Tostudyonjob satisfactionofemployeeunderthecontext ofemployee engagement.
- Tomeasurethe levelofemployeessatisfactionat theorganization.
- Tostudytheimpactof employeeengagementonemployeeperformance.
- Tostudythefactors affectingtheemployeeengagement.

1.3 NEEDFORTHESTUDY
- Studyingeffectivenessofemployeeengagementinanorganization.
- This will help to reduce the attrition and to increase the productivity and profit. It

willexamine and focus on how to make the employee more engaged and committed towards theorganizationalgrowth.

1.4 RESEARCHDESIGNANDMETHODOLOGY
Theresearchdesignusedforthestudyisthedescriptiveresearchdesign.Inthisdesignstructuralinformation isused to gather information.

Samplingmethod:
Thesimplerandom samplingmethod.
Scaling:
Scalingistheassignmentofobjectstonumbersor semanticsaccordingtoarule.

Primarydatacollection:
Primary data are those, which are collected a fresh and for the first time and thushappen to be original in character, questionnaire methods. It was collected from the employeesworkingin the organization.

Secondarydatacollection:
It is collected from the internal records of the company such as library records, tradejournals, various manuals of the company, various training programs previously conducted andit'srespondsetc;

Samplesize
Samplesizefortheresearchis257 datawhich collected fromthe respondents.

II.   TOOLS FOR DATA COLLECTION:
Questionnaire
Thesurveyquestionnaireusedinthisresearch consistsoftwoparts.PartAtherespondents'demographic data is collected on their age, gender, education level, marital status, monthly income,and number of years of experience in the organization. Part B of the questionnaire consists ofemployeeengagement.

Age

Frequency			Percent	ValidPercent	CumulativePercent
Valid	20-30	55	35.0	35.3	35.3
	31-40	60	38.2	38.5	73.7
	41-50	36	22.9	23.1	96.8
	Above50	5	3.2	3.2	100.0
	Total	156	99.4	100.0	

Missing	System	1	.6		
Total		157	100.0		

The total number of respondents is 157. This figure shows that there are 35% respondents in the age group 20-30 and 38% respondents in the age group 31-40 and 23% respondents in the age group 41-50. 3% respondents in the age group Above 50.

Educationalqualification

Frequency			Percent	ValidPercent	CumulativePercent
Valid	Undergraduate	60	38.2	38.5	38.5
	Postgraduate	71	45.2	45.5	84.0
	Professional	20	12.7	12.8	96.8
	Others	5	3.2	3.2	100.0
	Total	156	99.4	100.0	
Missing	System	1	.6		
Total		157	100.0		

Thetotal numberofrespondents is157.This figureshowsthat thereare38%respondents areUndergraduate and 45% respondents are post graduate and 13% respondents are Professionals and 3%respondents areOthers.

Chi-SquareTests

Value		df	AsymptoticSignificance(2-sided)
PearsonChi-Square	11.894[a]	9	.219
LikelihoodRatio	12.227	9	.201
Linear-by-LinearAssociation	3.114	1	.078
NofValidCases	156		

H0 – There is a relation between the Employee Needs and Employee Engagement.H1- Thereisnorelationbetween theEmployeeNeeds andEmployeeEngagement.

From the above Calculated table Significance sum value is .219 which was above the level of0.05%.Hencethe Hypothesis of H0 istruly fit and it is acceptable.

ANOVA

BetweenGroups	2.872	2	1.436	2.174	.117
WithinGroups	101.045	153	.660		
Total	103.917	155			

H0 – There is a relation between the Employee Confident and Employee privacy.H1-ThereisnorelationbetweentheEmployeeConfidentandEmployeeprivacy.

Fromthe aboveCalculated tableSignificancesum valueis.117 which wasabovethe levelof0.05%.Hencethe Hypothesis ofH0 is truly fit andit is acceptable.

Correlations

Doyoufeelworkenvironment ishighlysatisfactoryin BSNL			Organizationmotivates you todobestworkandobtain job satisfaction
DoyoufeelworkenvironmentishighlysatisfactoryinBSNL	PearsonCorrelation	1	.090
	Sig.(2-tailed)		.265
	N	156	156
Organization motivates you todo best work and obtain jobsatisfaction	PearsonCorrelation	.090	1
	Sig.(2-tailed)	.265	
	N	156	156

H0 – There is a relation between the Employee satisfaction and Employee motivation.H1-Thereis norelationbetweentheEmployeesatisfactionandEmployee motivation.

From the above Calculated table Significance sum value is .265 which was above the level of0.05%.Hencethe Hypothesis ofH0 is truly fit andit is acceptable.

FINDINGS

- Majority38%oftherespondents belongto the age of 31-40.
- Majority45%oftherespondentseducationalqualificationispostgraduate.
- MajorityofEmployeeConfidentandEmployeeprivacyintheorganizationareagreed.
- MajorityofEmployeesatisfactionandEmployee motivationintheorganizationareagreed.

SUGGESTIONS

- TheCompanymayimprovetheircorporatecommunicationin theworkplace.
- TheCompany may improvethe employeemotivation.
- TheCompanymay createopportunitiesforcollaborateamongemployees.
- TheCompanymaycreateoffer roleflexibility.
- TheCompanymayoffergrowthopportunities.
- TheCompanymayprovide bettercoachingand mentoring.

III.   CONCLUSION
The research also shows that that employee engagement in turn results in decline in employeesturnover intentions and increase in innovative work related behaviour. Engaging

employees is alongtermtaskandcannotbeaccomplishedbyonetrainingprogram,nomatterhow gooditsquality is. Organizations can improve engagement by opportunity thinking, enhancing employeedecision making, and commitment. Organizations need to instil a sense of involvement, positiveemotionsabouttheir workand asenseofcommunity intheir employees.Emphasisshould begivenemployee opinions and opportunities should be provided to them to be heard. Transparency fromthe senior leadership will also make the organization culture more open. Based on the abovefindings from the research it was suggested that organizations use appropriate training programmestoensuresupervisors build a supportiveenvironment to empower their subordinates.

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