Factors Influencing Employee Engagement in Telecom Organisations

Article · June 2019

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Factors Influencing Employee Engagement in Telecom Organisations

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Abstract:

Employee engagement has evolved significantly and has become a buzz word in recent past in Human Recourses field. Employee engagement measures the level of commitment and involvement of an employee towards the organization. An engaged employee is aware of organisation goals and works towards for achieving it by improving his worn performance. The employee engagement creates a positive atmosphere in the work culture an intern it increase the productivity of the employees and their commitment towards the organisation.

This study of literature focuses on the various factors which affect the employee engagement pertaining to the Telecom Organisations and what the organisation needs to do to ensure that their employees are engaged positively. The focus of the organisation towards employee engagement results into increasing the productivity, profit, quality, customer satisfaction, and employee retention as well as organisations market value.

Keys Words: Employee engagement, Telecom Organisation , Effectiveness of Employee Engagement ,Employee Retention, Quality Outcome, Productivity, Performance

Introduction:

The success and failure of the organisation is directly related to the employee engagement. The engaged employee whole heartedly work towards the organisations goad and is committed, emotionally attached to the work as well as the organisation. The engaged employee are always concerned about the future of the organisational and are willing to go extra mile for achieving their productivity. Engaged employee works with passion and has the feeling of belongingness towards the organisation. They drive towards innovation and always are positive about the outcome.

While in contrast to this, non-engaged employees are always laggard in their approach towards commitment, passion is lacking into their day to day work.

Actively disengaged employees are those who are not happy towards their work but they always show they are busy and lack every commitment towards the organisation.

Employee Engagement: Literature Review

Employee engagement is a phenomenon which includes many / different ideas such as commitment, loyalty , performing extra than the demand of role and thereby satisfaction. An engaged employee strives hard to meet the organization's needs, takes new initiative, always imbibe organization's culture and always keep himself focused , also he believes he can make a difference & makes organisation achieve the goals.   In practice, organizations typically define engagement as being a part of the organization, having pride and loyalty in the company, being committed, and going "above and beyond the call of duty". Kahn (1990) defined employee engagement as 'the harnessing of organization members' selves to their work roles.

In engagement, the employees is always concern and work physically, emotionally and performance his role. He always have beliefs in the organization, its leaders and working conditions and also always positive about the future. According to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward (Gallup, 2004). In contrast to this, not-engaged employees are just pass by they during their working hours. They don't exhibit have passion and energy through their workday. They don't have proper professional relationship with their managers or with their colleagues. Actively disengaged employees are those which are not at all happy at work, they just show and act like they are very busy but they lack all sort of commitment towards their duty

Most often employee engagement has been defined as emotional and intellectual commitment to the organization (Baumark, 2004; Richman, 2006; and Shaw, 2005) or the amount of discretionary effort exhibited by employees in their job (Frank et al. 2004). Development Dimensions International (DDI, 2005) defined engagement "The extent to which people value, enjoy, and believe in what they do". It also states that its measure is similar to employee satisfaction and loyalty. A leader, according to DDI, must do five things to create a highly engaged workforce. They are: align efforts with strategy; empower people; promote and encourage teamwork and collaboration; help people grow and develop; and provide support and recognition where appropriate. Robinson et al. (2004) defined engagement similar to the established constructs such as 'organizational commitment' and 'organizational citizenship behaviour (OCB). It is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. According to Maslach et al. (2001), six areas of work-life lead to either burnout or engagement: workload, control, received fairness and values. They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is expected to mediate the link between these six work-life factors and various work outcomes.

Corporate leadership Council (2004) defined employee engagement as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment". It is a desirable condition, where an organizational connotes involvement, commitment, passion, enthusiasm, focused effort, and energy among employees. So it has both attitudinal and behavioural components (Erickson, 2005). Engagement is the measure of an employee's emotional and intellectual commitment to their organization and their success. It is an outcome of employees' organizational experiences that are characterized by behaviours that are grouped into three categories: say, stay, and strive (Hewitt, 2005). For Seijts and Crim (2006), employee engagement means a person who is involved in, and enthusiastic about, his/her work. Engaged employees care about the future of the company and are willing to invest the discretionary effort to see that the organization succeeds. Brown (2006) viewed engagement as a progressive combination of satisfaction, motivation, commitment and advocacy resulting from employees' movement up the engagement pyramid.

Author	Definition of Employee Engagement
Kahn (1990:694)	Defines employees engagement as – the harnessing of organisation members selves to theirs work roles , in engagement , people employed and express themselves physically , cognitively and emotionally during role performance
(Baumruk 2004 , Richman 2006 & Shaw 2005)	Employee engagement has been defined as emotional and intellectual commitment to the origination
Harter , Schmidt and Hayes (2002)	Define employee engagement as "the individual's involvement ad satisfaction with as well as enthusiasm for work (p.259)
Wellins and Concelman (2004)	"The elusive force that motivates employee to higher level of performance (p.1)
Robinson , Perryman and Hayday(2005)	"A positive attitude held by the employee towards the organisation and its values"
Lucey, Betemanan dHines (200%)	"How each individual employee connects with your company and how each individual employee connect with your customers"(p.12). They call the opposite of this emotionally unemployed.
DDI (2005)	"The extent to which people value, enjoy and believe in what they do (p.1) DDI also states that its measure is similar to employee satisfaction and loyalty.
Fleming, Coffman and Harter (2005) Gallup Organisation Researchers)	Committed employee as synonym for engaged employee
Gallaup's Human Sigma Website (2005)	Likens employee engagement to the concept of customer engagement, which had the dimension of confidence , integrity , pride and passion
Truss et al (2006)	Define employee engagement simply as a passion of work ,a psychological state which is seen to encompass the three dimensions of engagement discussed by Kahn (1990) and capture's the common theme running through all these definitions
Little and Little (2006)	They have addressed several issues like • Attitude and behaviour • Individual vs Group Phenomenon • Relationship with constructs • Measurement issues of the construct

Objectives of the Study

The objectives of the study is : To study the various factors influencing employee engagement in Telecom Organisation

Indian Telecom Scenario with respect to Employee Engagement

Indian Telecom Organization are going through turbulent time after the 3G and 4G implementation. Specifically after entry of Jio in Telecom market , the dynamics of business has changed. Many of the employees of the telecom and their vendor organisation have faced and are still facing crises situation as jobs and related work are drying down. This has generated a fear psychosis in employees mind. While the employees are going through this insecure phase , the organisations are also finding out new ways , to motivate the employees and ensuring they are properly engaged.

Factors Those influence Employee Engagement

Employee engagement is influenced by many factors. While they may differs in one or two numbers but there is commonality in them regardless of any organization or any sector that organisation belongs to. These factors influence the employees of the organisation and thereby it makes them feel being valued and involved among the employees. While the impact may vary with organisation to organisation but the very fact that its importance cannot be undermined. To be specific to the Indian Telecom Scenario the factors which influence employee engagement are;

- **Recruitment:** The process of recruitment & selection involves identifying potential employees, offering the role in the organisation and ensuring they accept the offer and join the organisation within specified timelines. The committed organization during the selection process itself influences future employees' engagement and commitment.

  Now a days the telecom companies in recruiting process itself they ensure potential employees are shown the growth path during their stay in organisation and the commitment of organisation towards the growth of the employees.

- **Job Role:** The roles which are challenging in nature and provide variety and autonomy are more likely to provide meaningfulness condition for employee engagement. The role becomes meaningful and attractive to employee as it provides him variety and challenge, thereby affecting his level of engagement.

- **Career Development Opportunities:** Organizations with high levels of engagement provide their employees opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them in this way their people invest in them. Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

- **Leadership:** The direction given by the top leadership of the organisation also influences the employee engagement. The more the balance and clear approach and direction coming from the top management leadership, the more the employees feel that the values for which the companies stand are unambiguous and clear.

- **Empowerment:** Employees want to be involved in decisions that affect their work. The leaders of high engagement workplaces create a trustful and challenging environment, in which employees are encouraged to give input and innovative ideas to move the organization forward.

- **Training and Development:** The skills of employees becomes redundant as the days passed and in this world of technology is changing very fast , so as the its utmost important to have proper training and reskilling of the employees. The organisations policy toward the training and development of employee's effluences the employee engagement by a large extends. Learning new skills and giving an opportunity to rebuild the skills creates renewed interest in the employees job which many not have been that meaningful earlier.

- **Performance Management System:** More unbiased and proper performance management system in organisation , encourages the employees to perform their duties and responsibilities with more focus and it make the goal setting exercise more meaningful. This makes every employee feel being valuable to the organisation and intern helps the organization to keep the employee engaged.

- **Compensation Provided:** The Major influencer of employee engagement is the compensation provided by the organisation to its employees. The compensation is not only about the financial benefits (salary & all) , but may also include different facilities provided by the organisation such as travel facility as discounted rates, subsidized cafeteria , medical facilities , yearly engagement programs outside the work area etc. Most employee friendly organisations ensures they proper compensation management system so that the employees are always feel motivation to come on the work.

- **Health & Safety :** The engagement level goes on decreasing if the employees does not feel safe & secure while working. Therefore organisation now a days thrives for health & safety of their employee and they all required facilities to their employees.

Conclusion :

The review and study of market has revealed that the employee engagement has been defined in many ways . There is no single definition and research has shown different dimensions about employee engagement. But despite of different views on the exact definition regardless of different sectors the studies have taken place , the outcome has been in almost in similar pattern.

While the Nine key drivers of engagement have been identified in the study, but the impact of each driver does differ from organisation to organisation and it is also clear that one size does not fit for all. But these key drivers can give the human resources managers a powerful tool to develop the workplace strategies that can improve the employee satisfaction and their by increase their loyalty towards organisation.

With respective to the Telecom Organisations as a whole , the major key factored which does influence the employee engagement are Leadership , Empowerment , Training & Development, Performance Management System , Compensation Provided and Health and Safety.

It has found during the study and various engagement with the senior Human Resources Manager and Employees of four major Telecom Service Providers as well as some OEM vendors of Telecom , above six factors does influence more than ninety percentage of the employees. The human resource managers of these organization are also making and executing their strategies around these six factors so as to keep the employees engaged and ensuring the employees are kept motivated there by resulting into meeting organisation goals and making it a employee friendly organisation.

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