Chapter-4

Measuring Employee Engagement

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CHAPTER 4
MEASURING EMPLOYEE ENGAGEMENT

4.1 DIFFERENT MEASURING TOOLS OF ENGAGEMENT

Finding out the level of employee engagement in the organizations has got its own relevance. It will help the top management to know the real picture about the asset of the organization as well as they will also notice the areas where they need certain improvement for the same. The great work on employee engagement was done by Gallup. He has designed twelve questions for finding out employee engaged in the organization. The twelve questions area follows:

1. **I know what is expected of me at work**
   
   For an employee to perform best in the organization, he should be aware of the expectations that are there form the organization. They should have route of ranking, rating and count the desired outcome of the efforts to be put up. Even the performance need to be synchronize with the rest of the organisation.

2. **At work, my opinions seem to count**
   
   This is again an important element for employee engagement. If an employee’s opinion is taken into consideration that shows that organization values that person. He develops a sense of belongingness. There is more development of the bonding among an employee and management of a company. The organization which does not value opinion of a employee results in decreasing the employee morale and relations with higher authorities.

3. **I have the materials and equipment I need to do my work right**
   
   If we talk about employee engagement, then attempt should be made for providing all the resources to complete the task. If an employee is deprived of the resources that are must for completing the task, then performance is effected a lot. Employee can only feel attachment for the organization when his/her requirements can be fulfilled. The resources can be included from infrastructure to information. Information is vital theses for employee to perform well. Updated information needs to be percolated from top to down for effective performance in the organisation.
4. **The mission or purpose of my company makes me feel my job is important**

   Employee always look for right direction from higher authorities or imbibe the thought for the development of the organisation. The mission developed for the organisation provide a roadmap for the employees to grow further. The mission should be like that which give employees a feel that their job is vital for their organization. When employee feels that the job is important and their contribution is vital then they give their best for the organization.

5. **At work, I have the opportunity to do what I do best every day**

   Employee looks forward to show their talent. If they have strength in certain areas they will be happy for showing them and prove themselves in front of others. It is also responsibility for organization to provide platform to show their talent. It is vital for the organization to know the strength and weakness of employee. Attempts should be made to reduce the weakness. The culture of organization should be co-operative to promote helping each other and developing strength areas of different employees. There is requirement for frequent discussion with employee as what they feel or believe.

6. **My associates or fellow employees are committed to doing quality work**

   When employees work in an organization, there is requirement of team work. There should be standards clear to all team members. The work groups will be able to evaluate their own performance as well as of their teammates. There is culture to be developed for overall development of the organization.

7. **In the last seven days, I have received recognition or praise for doing good work**

   Employees are motivated by recognition and support from the management side. The recognition should be specific, predictable, frequent and instantaneous. There should be rich environment of praise from every direction; even people in organisation should value each other employee. If people are praised, they are more motivated to perform better. Praise or recognition can be one of the thing that helps mold behavior of employees.
8. **I have a best friend at work**

Mentioning about best friend at work is really a proxy of trust. Sharing is an important aspect for every person for their growth and development. When you have friends at work place, it shows trust among employees. There is co-operation among them. When one employee trust other, other will trust first one. There is development of healthy working environment in the organisation. The communication level improves in the organization. Good communication helps to reduce communication gap in the

9. **My supervisor, or someone at work, seems to care about me as a person**

People can only perform well when they get care from their superior and other people in the organisation. A productive organisation is the one where people have feeling of safety, can take challenges, share information and resources. Relations is one such important element that will help to bind the people and help organisation to grow.

10. **In the last six months, someone at work has talked to me about my progress**

Every employee look forward for the career development in their profession. The goals of the employee should be well defined and proper steps should be taken to achieve those. There is requirement of proper discussion among seniors and juniors for their career development. When higher authorities talk about the progress of the employee then they really feel attached for the organisation.

11. **There is someone at work who encourages my development**

Development not only includes about promoting the employees or not even getting each employee what they desire for. It basically means for helping people to find their roles that fit to their natural strength. The unique combination of skills, knowledge and their talent. The organization should develop focus on the development part of the employees which will help to engage employees of the organization.

11. **This last year, I have had opportunities at work to learn and grow**

The organisation should look for providing the opportunity for the growth in career of the employees. Even the growth and learning aspect of the employees need to be taken up seriously every year. It should be year wise plan crafted for the career development of the employee. Learning should be provided timely either on new skill development or behaviorally training sessions. This will help employees to be more associated with the organisation.
4.2 LEVEL OF ENGAGEMENT IN PUBLIC SECTOR TELECOM SECTOR (BSNL)

BSNL is Bharat Sanchar Nigam Limited and the research is focused on finding out the engagement level in BSNL and private sector telecom industry. There are four types as engaged employees, not engaged, disengaged, highly disengaged employees. Engaged employees are the once who are ready to go extra mile for the job, they are passionate about their job. Not engaged are the employees who do not feel passionate about job nor they have any negative attitude towards organization. Disengaged employees are the one who are not happy with their job and feel negative about their job, highly disengaged employees is the higher level of dissatisfaction among employees. To find out the level of engagement and disengaged employees in both public and private telecom industry, the response of the employees for various questions in questionnaire are analyzed. From that data, following is the percentage of engaged, not engaged, disengaged and highly disengaged employees are calculated.

Figure-4.1: Employee Engagement Percentage in Public Sector
From the above chart, the percentage of engaged employees is 36.03(%), the number of not engaged employees is 25.7%, the number of disengaged is 18.99 while the rest of highly disengaged is 19.26%. It can be concluded that the percentage of engaged employees is good in public sector but the percentage of highly disengaged is also very high which needs to be reduced.
4.3 LEVEL OF ENGAGEMENT IN PRIVATE SECTOR TELECOM SECTOR

Private sector telecom industry includes analysis about various telecom industry in Rajasthan like Kota, Udaipur and Jaipur. The Industry taken for analysis Airtel, Reliance, Tata Docomo, Idea, Vodafone. The employees were asked to fill the questionnaire and on the basis of their response, the four categories are filled up for finding engaged employees, not engaged employees, Disengaged employees and highly disengaged employees in the organization.

![Employee Engagement Percentage in Private Sector](image)

**Figure-4.2: Employee Engagement Percentage in Private Sector**

From the above chart, the percentage of engaged employees is 41.11(%), the number of not engaged employees is 23.99%, the number of disengaged is 16.34 while the rest of highly disengaged is 18.54%. It can be concluded that the percentage of engaged employees is good in public sector but the percentage of highly disengaged is also very high which needs to be reduced.
4.4 BEST PRACTICES AND BENCHMARKING AS TOOL FOR EMPLOYEE ENGAGEMENT IN TELECOM

Another way to measure employee engagement can be through comparing with competitors and thereby making certain benchmarks for the improvement. Employers distinguish that business success depends on the human investment that drives and supports in achieving company objectives. The recent concept of employee work engagement describes the level to which workers are involved, committed to, and passionate about their work/Task. Even people behave differently with the different situations. There are many changes in Market these days. Technology change is a step forward towards modernization in today’s scenario. Even it is considered as a necessity for growth and prosperity of our country Telecommunication has entered a new age of development which in turn a boon for the country for its growth and survival. Changes are positive at times and negative also at times like when employees are disturbed about the possibility of being laid off from their jobs, there may be anxiety and an initial tendency to retort by working harder and longer to display value to their employer in hopes of not being the next to be let go. If this kind of extraordinary works effort continues for very long, however, it can have inadvertent negative consequences, such as work performance quality arrears and a range of health problems. Work engagement is personally valued and motivating for workers, it also is important for driving positive business processes and outcomes. There is always a difference between engaged employees with less engaged workers. The time has made compulsion for telecommunication organizations to improve each day its process and people to compete. Every company learns from each other and tries to gain advantage over its competitors.

Organization are now using Benchmarking as tool for getting growth and improvement. Benchmarking is process of comparison of one’s business with another business or best practices form another companies. The different dimensions measured are time, quality and cost. When companies are making similar product or in same industry, they need to compete with others. Benchmarking can be done with an organization or it cane outside with competitors also. In Internal benchmarking is the comparison between different groups or teams within an organization whereas external is between different companies of similar industry.
Measuring Employee Engagement

There can be Process Benchmarking, Performance Benchmarking and strategic benchmarking. Comparing or implementing best practices can also a benchmarking technique for telecom. Best Practice is method or practice that has shown significantly good results for the organization. When we talk about employee engagement, best practices can be one of the source that drive employee engagement. Organization specially telecom are really working in this area to imbibe and develop best practices for the employees, even they are taking best practices as benchmarking for their respective organizations.

Organizations are really trying to reduce number of disengaged employees. They are now working to better fit employee with working environment, trying to provide practical on job support, creating a supportive organizational climate for employees, redesigning job Tata Teleservices have earned its name in being an employer of choice.

The company's HR practices include a strong HR model that dialogs about alignment, assignment, engagement, empowerment and pride of the staff. The company has given focus on developing the culture of customer focus and performance driven culture in the organization. They have defined the culture under the acronym CRISP- customer focus, responsibility for results, initiative with speed, self-confidence with consciousness and passion for the achievement. Even a strong performance Management scheme, a reward and recognition Policy, policy for career progression also exists. The performance indicators of every employee are aligned to the different key business levers like revenue, cash flow, and customer satisfaction and employee engagement. Even the company tries to recognize employees for their contributions. The Recognition includes Spotlight (for on the spot recognition), star of the month, super stars for achievers, Customer first Reward and also valuable reward for the employees contributions. There are various committees set up that decide for award distribution based on certain parameters. They are decided by both circle and corporate level. They also imbibe CAS scheme i.e career advancement scheme for the employees. They give special emphasis on employee health and wellbeing. Medical insurance, Personal accidental Insurance coverage etc are there for the employees.
There has been a gradual drive for adopting best practices that drive towards motivation and employee engagement. Rewards and recognition are one of the practices that most of the Telecom industries are following. At Vodafone, Strike Force is the company's premier programme that is basically for recognition of the best performers across all circles. The Top management executives of the organization accompany this select group on trips to places such as Greece and Turkey and felicitate them at an rewards ceremony.

Learning and development is the second most important element for the best practices. In public sector enterprise like BSNL the top few practices are E-learning, Job Rotation High visibility assignment and Apprenticeship. An organization can modify practices or to affect employees' replies to every item in the measure of engagement. Engagement really occurs at the team level - a outline called VOICE aids that process. VOICE is an abbreviation made up of its component shares i.e. V is for vision, which shows emotional connection as to why people should be chunk of this organization; O is for opportunity. Are there enough opportunities to grow and develop? ; I stands for incentive. If you do a decent job do you get monetary and non-financial rewards? ; C is for community. Do I enjoy the people I work with? ; C is for Communication, which is about "telling people about what is going on, and gives them the sureness that people care; and E stand for entrepreneurship, defined as things such springiness on how people can work".

![Table: What Makes a Company Attractive](http://www.workplacementalhealth.org)

<table>
<thead>
<tr>
<th>Factor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company Brand</td>
<td>35%</td>
</tr>
<tr>
<td>Learning Opportunities</td>
<td>39%</td>
</tr>
<tr>
<td>Work Environment and culture</td>
<td>53%</td>
</tr>
<tr>
<td>Compensation and benefits</td>
<td>58%</td>
</tr>
<tr>
<td>Higher job role and responsibilities</td>
<td>65%</td>
</tr>
</tbody>
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**Figure 4.3: B7 People Strong Best Companies to Work for Survey**

Note: Respondents were asked to choose three factors figures show proportion of respondents choosing respective factors.
"It's about things like flexibility in time so people don't get the impression they are being a slave to the institute. The key needle of employee satisfaction is organizational communication as employee gratification is a pioneer to employee engagement.

Spotlight (for on-the-spot recognition), Customer First Reward and Valuable Reward, Star of the Month, Super Stars for achievers. These awards are certain at both the circle and corporate level by numerous business units and circle rewards and recognition committees. TATA Teleservices strives to provide career growth in Relation with performance, merit. Also give a consideration to the organizational needs. The opportunities here include Career Progression Policy and CAS (Career Advancement Scheme), Internal Job Postings and Job Rotation Policy.

To guarantee a supportive and heartening environment, TTSL has absorbed its efforts towards institutionalizing several creativities like the employee health and well being policy, Long Service Award on conclusion of five and 10 years of service, Liberal Personal Accident Insurance coverage, Medical Insurance, etc. For those employees who are posted in remote geographies like the North-East. Assam, Jammu & Kashmir, a special geography benefit is also provided. The initiative includes sports and entertainment activities for employees, cultural and sports activities for employees' children etc. These policies also pursue to create and safeguard "a expressive relationship between the employee and the institute." The company knows that a association of mutual respect and trust is crucial for ensuring a motivated workforce. That is why TTSL involves in a number of actions to offer employees an opportunity to display the creative side of their personalities. At the circle level, the company also arranges various fun events and games, including tambola, carrom and table tennis, besides outdoor game championships for hockey, cricket and football.

TTSL inspires employees to augment their skills and come up with ground-breaking ideas and best practices through wits like Propel (Six Sigma) and Likely Practices." Employees are also actively stimulated to develop their personalities. The portal Gyaan Jyoti permits people to improve their skills through e-learning. Employees lean their fields of interest and expertise on Gyan Tarang. TTSL then uses its in-house skill to conduct various training workshops for others, thereby generous employees a chance to learn and teach. TTSL powerfully supports the Tata Group program called SCIP (Second Career Internship Program) which allows women who
have reserved a break from their career, to restart their career. They effort on a 6-month project in any one of the Tata Group companies and then established as permanent resources.

So there are many practices that one organizes follows or takes from other and develop their own organization a better place to work with.
REFERENCES

BOOKS:

ARTICLES:

WEBSITES