Chapter-6

Findings and Suggestions

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CHAPTER 6
FINDINGS AND SUGGESTIONS

This chapter has four objectives. The first objective is to present findings based on the results of data analyses subject to limitations and assumptions associated with hypotheses testing. The second objective is to present recommendations for telecom industry. The third objective is to present practical implications of the research study. The chapter concludes with conclusion from the entire research study. The fourth objective is to provide with conclusions and limitations associated with this study.

6.1 CONCLUSION

Employee engagement has been now a necessity for the organizations to succeed or to get competitive advantage in term of employees output or productivity. Engagement by employees is directly related to positive organizational and business outcomes. This study was designed as an exploratory measure of the engagement of employees in public and private sector telecom Industry of Rajasthan. Employee Engagement theory would suggest that in an organization where the workers are significantly engaged, production outcomes would be high and customer service would be exceptional. There are various variables that support employee engagement. The variables are different for public and private sector. Therefore, a major finding of this study was that the engaged employees contribute for good performance in organization where as disengaged employees are responsible for creating negative environment in the organisation. There is dire need to increase the number of engaged employee and decrease disengaged employees.

Chapter one discusses about concept of employee engagement. Its origin and evaluation with time. Acquiring skilled workforce is just not sufficient in today's changing economy like ours; instead a lot needs to be done to retain, involve and make them committed to the organization and its goals. Thus, engagement is a state where an employee not only intellectually committed but has great emotional attachment with his/her job that goes above and beyond the call of duty so as to further the interest of the company. The major challenge for the telecom industry lies retaining employees or reducing the attrition rate in telecom industry. Organizations
like Airtel, TATA etc (Private sector) are not only providing their employees a great infrastructure and other facilities but also freedom to make their work exciting and also are providing them an environment to work with. The company focuses on retention as an outcome of three HR focus areas - employee motivation, career growth and remuneration and compensation. Thus working in a safe and cooperative environment adds to the engagement level of an employee. High attrition rate need to be curb and employee engagement can be one of the method for achieving the same.

Chapter two focuses on research methodology. The hypotheses designed to find out the engagement level in public and private sector telecom industry in Rajasthan. The data was collected for three cities i.e Jaipur, Kota and Udaipur. For getting the data from employee of telecom industry in Rajasthan, questionnaire was prepared and filled. The reliability test was done by cronbach alpha. SPSS software was used for analysis, even MS excel is used for finding the engagement level in public and private sector telecom Industry. Various literature review supported for having various policies/Practices for getting engaged employees in the organization.

Chapter Three focus on various models for getting engaged employees in the organization. IES model of engagement gave emphasis on getting employees feeling valued and involved. Whereas Robinson Model of engagement gave emphasis on having policies and practices for getting engaged employees. Penna model revealed hierarchy level which will help to getting engaged employees. The various models helps to proceed further in getting more engaged employees which also helps to increase productivity, reduce attrition rate, making employee happy and better customer service.

Chapter four focuses on measuring tools for employee engagement. Gallup has given twelve question for measuring employee engagement. There are further benchmarking and best practices which helps in creating more engaged employees. The employees fall in various categories like engaged employees, not engaged employees, disengaged employees and highly disengaged employees. The proportion of all these categories varies. Public sector has got 36% engaged employee where as in private sector this percentage is 41.11% which is more than public sector.

Chapter fifth includes research by applying various tools. It also included MS Excel, SPSS. The various questions has got various variables associates. The response
of the employees were analysed for the variable and various charts are prepared for the same. Private sector telecom industry has more engagement level in comparison to public sector telecom industry. The contributing variable for engagement in public sector are Attitude towards work, Co-worker Contribution, Relationship, Pride in organization, Care of the supervisor.

The variables in public sector included Attitude towards work, Co-worker Contribution, Appraisal, Learning. Employee engagement level do not differ for various demographic profile like gender or age of the employee.

6.2 FINDINGS OF THE RESEARCH

The research focuses on comparative study about public and private telecom companies in Rajasthan. Public sector included BSNL (Bharat Sanchar Nigam Limited) and Private sector majorly included Airtel, Tata docomo, Reliance, Idea and Vodafone. All above private organisations have been keep in one group. The major aim of having data from various private telecom industry is to have more authentic information or right representation of private sector. This helped in having more authentic research in comparing with public telecom industry.

1. Employees attitude towards work is one of the parameters for finding engagement level. From the research it was found that private sector has more number of engaged employees in comparison to public sector when their attitude towards work is taken into consideration.

2. Employees who feel proud to be associated with their current organization shows the level of engagement of the employees. Total of 49% of employees out of 250 feel proud to be associated with their organization. This feeling of proud is more in public sector in comparison to private sector.

3. Intend to stay with their current organization shows the level of employee engagement. The employees who are engaged will be more likely to stay with their organization. From the research it can be concluded that majority of employees in both public and private sector are looking for new opportunity in near future (0 to 1 year). Only 27 employee of 250 in public and 25 out of 250 in private are engaged who plans to stay with their organization for more than five years.
4. Employees of both public and private sector equally feel that their mission is relevant. There is equal percentage i.e. 28.4% employees in both public and private sector.

5. Colleagues attitude towards work shows orientation of one employee towards another. In both public and private employees have positive outlook towards other employees. In both and public sector, the majority are highly engaged where they are ready to go extra mile for the work and fulfill the responsibility. This percentage is more in private sector in comparison to public sector i.e. 29.6% (74 employees) in private and 26% (65 employees in public) from 250 employees are engaged.

6. When analysed about job involvement, in both sector are employees are highly involved in the work in the organisation. Total of 32.8% (82 employees out of 250) gets absorbed by the job that they forget everything. This shows their engagement level in the organisation. This percentage is slightly more in public sector than in private sector.

7. When employees were asked about their mindset for rejoining their present organisation again, majority of the employees from public (31.2%) and private sector (24.4%) are willing to join their current organization after a long time. The number is more in public sector than private sector. This shows that they have positive orientation towards the organization where they are working.

8. Resources availability also helps in employee engagement. Majority of the employees have admitted that they have all the resources that are required to them. 20.5% of the public sector has all the resources available. The 24% of the employees of private sector have all the resources available to them. It can be concluded that the percentage of employees who have all resources available is more in private sector as comparison to public sector.

9. Employees expects recognition which helps in employee engagement. Most of the employees (32.5%) in public and private sector have been recognized in one year duration. 19.2% of the employees of private sector have been recognized in last one year. About 13.6% of the employees of public sector gets recognition in last one year. Private sector recognizes employees more often as compared to in public sector.

10. Care of supervisor in organization helps in building employee engagement. Above table shows that majority of the employees in both public and private
sector 41.2% (103 employees out of 250) feels that supervisor care for the respective employees as a person. This tendency is more for public sector rather than in private sector.

11. Management concern for their employees helps in enhancing employee engagement. Research revealed that majority of the management people 51.6% (129 out of 250 employees) feels that they give value to the opinions and suggestions of their subordinates. This percentage is more in private organization 29.2% (73 out of 250 employees) while this number is 22.4% (56 out of 250 employees). So it can be conclude that most of the employees have good management that supports their opinion and value them.

12. Employees should get an opportunity to show talent in the organization. It boost their confidence and attachments towards their organization. Most of the employees in both public and private sector 42.2% (106 out of 250 employees) gets an opportunity to show talent /Strength in the organization. This percentage is more in private sector in comparison to public sector which is about.

13. Clarity about expectation from the employees help in better communication and performing good in the organization. Majority of the employees in both public and private sector have clarity about the expectations from them. This percentage is more in public sector which is 22.8% in comparison to private sector which is about 18.4%.

14. Flow of information shows communication in an organization. It is one of the source for employee engagement also. Research reveals that 38.8% (97 employees out of 250) feels that there is free flow of information in the organization. This percentage is more in public sector (20.4%) whereas the percentage is 18.4% in private sector.

15. When talked about friends in the organization which shows relationships. It helps in engagement in employees. For both public and private sector, majority of the employees feels that they have got good friends in their respective organization. The percentage for the same is more in public sector (23.6%) in comparison to private sector employees (22.8%).

16. Employees of public and private sector looks for different benefit from the organisation. In private sector employees focus on compensation whereas in public sector employees look for growth and learning.
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17. Majority of the employees in public sector feel that there is no provision of managing stress in the organisation whereas in private sector, there are many such provisions are there.

18. Both public and private sector feels that the HR practices are good in the organisation. But still they feel that there is good scope of improvement in the same.

19. Work life balance is an important tool for employee engagement. Research reveals that in both public and private sector, the percentage of the employees who feel that this balance is well maintained is 43.2%. This percentage is same for both sectors.

20. Management support for the development of the employees also help in engaging them. It is very much evident that most of the employees 44.4% feel that they get enough support or encouragement from the higher authorities. This percentage is more in private sector25.6% while in public it is 19.6%. It can be concluded that both public and private sector telecom organization encourage their employees and provide support.

21. Appraisal is big source of engagement. In private sector telecom industry, 28.4% employees got their appraisal done in last six months. While the percentage of appraisal is 14.8% in public sector. It can be concluded that appraisals are done more frequently in private telecom industry and employees can know their performance early and according can improve for next performance appraisal.

22. Growth and learning are important for employee engagement. It is very much evident that in private sector telecom industry 26 % (65 out of 250 employee) have got opportunity for growth and learning in last one year, this percentage is very less in public sector i.e 14.8% (37 out of 250 employees). It can be concluded that growth and learning opportunities are more in private sector telecom industry as compared to public sector telecom industry.

23. Regular update with latest technology is important for the employees to perform and to develop. From the research it is very much clear that in private sector 20.8 % (52 out of 250 employees) said that regular trainings are provided in last six months while the percentage is 9.6%(24 out of 250 employees) in public sector telecom industry for training in last six months. Majority of employees17.6% (44out of 25) of public sector admitted that from
last training happened long back with more than two years. It can be concluded that private sector conducts training on regular basis while private sector provided training on less frequent basis.

24. Employees who look forward for showing creativity in their work in the organisation shows their inclination towards engagement. From the research it is very much clear that in public sector, people have made certain changes for their development. The percentage is about 24.4 while the percentage in private is about 18.4 which is very less than public sector.

25. When calculated for public sector, the major variables contributing towards employee engagement are contribution of the coworker, attitude towards work, relationship, Pride in organization and care. The top five least contributing factor for employee engagement are Training, Intend to stay, stress, Appraisal. When calculated for private sector, the major variables contributing towards employee engagement are contribution of the coworker, attitude towards work, Appraisal, feeling valued, learning. The top five least Contributing factors for employee engagement are loyalty of employees, recognition, stress, creativity, intend to stay.

26. From the research it is very much evident that employees of public sector are more engaged than private sector employees in telecom industry in Rajasthan.

6.3 SUGGESTIONS

From the research done, various suggestion can be given which can help telecom industries to retain employees or develop more engaged employees.

1. The variables contributing for public and private sector are different. Public sector telecom industry has got good policies for compensation, pride, care, attitude towards work, relationship. They lack in terms of providing regular training, right and fair appraisals, and techniques for managing stress of employees. The public sector telecom industry should work on creating better practices for regular Training, fair appraisals, and stress managing techniques.

2. Private sector telecom industry on the other hand has got good practices in terms of coworker contributions, attitude towards work, appraisal, learning and feeling valued. They lacks in terms of Stress, recognition and intend to stay. So Private sector should work on reducing stress among employees, increasing intend to stay which can be brought by having healthy work environment.
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3. The number of disengaged employees is more in both public and private sector telecom industry, focus should be given to reduce this percentage and to bring them in category of either not engaged or disengaged employees. Disengaged employees are more responsible for making their organization at lower level in the market as they also spread bad words about their company.

4. Employees in public sector see best benefit as growth and job security in organization while private sector has compensation as best benefit from employees point of view. Private sector should include some sort of job security to the employees.

5. Work life balance is very important element for retaining employees in the organization, Public sector provide enough sources for managing work life balance which is lacking in private sector. Private sector should include some more policies that focus on work life balance.

6. HR Practices are there in public sector but they are not properly implemented or most are there for name sake, HR practices should be properly implemented for the benefit of the employees.

7. Attitude plays an important role in life, a positive outlook towards life will help employees in personal as well as professional life. Regular motivational sessions or sessions for developing positive attitude will help in developing engaged employees in both public and private sector.

8. Employees in public sector don’t get recognition very fast. Public sector needs to work on this for their employees as recognition not always cost money but instead a very strong means of motivation employees or motivating them towards engagement.

9. Compensation is very important for the employees whether they are in public or private firm. Majority of the employees in public sector have more than 35000Rs per month salary while in majority in private telecom industry is less than 35000Rs per month. In private sector, the salary for the employees need to be reframed for their engagement level. Private sector provides good salary only for higher post or designation only, they need for reframing the compensation structure.

10. Public sector usually lacks in resources in spite of the fact that they are good in finance and all support available. They need to improve on the availability of the resources for better work in the organization.
6.4 FURTHER SCOPE OF STUDY

It is the researcher’s keen hope that this research will yield a theoretical contribution beyond the earlier proposals and explanations offered by past researchers, and will generate a new understanding of employee engagement and an ability to manage it more effectively, thus creating new directions for future research. Based on the above discussion, many strategies and directions may be advised for future researches in this area such as-

1. This study undertook the topic from a micro within-person perspective. One theoretical prospect associated with a within-person perspective is that there may be a temporal pattern of work-related experiences. As verified in some studies, individuals may not be similarly engaged at work every day. Measuring the general level of engagement might perhaps ignore the active and configurational aspects of the engagement phenomenon. Thus, exploring daily levels of engagement over a period of time and through a number of periods may provide evidence for different factors of engagement. Future research may use a diary study of employee engagement.

2. Further studies are needed with larger sample size and deeper evaluation to generalize the results.

3. More questionnaires on other psycho social variables may be used to achieve better information on the topic.

4. For in depth understanding of the relationship of different variables, a cross-sectional data is required.

5. Interviews may be conducted from the employer side also in order to have more clear picture of employee engagement in telecom industry.

6. Inculcating positive thinking in the minds of employees and management (both) or developing positive attitude will be a great help in having more engaged employees as more of the things rotate with respect to thinking pattern of an individual.

Lastly, there is need to follow up the study. A cross sectional study may help in deriving certain more meaningful conclusions. It is therefore, suggested that the future researchers start from where the present work ends. However, the present study serves its heuristic purpose.