Chapter-1

Introduction

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CHAPTER 1
INTRODUCTION

1.1 CONCEPT AND EVOLUTION OF EMPLOYEE ENGAGEMENT

Success is the aim of every organization that is present today. Current market scenario agrees that today’s business demands higher productivity and more efficiency, than in previous times. Companies are trying to enhance their performance in order to abode their company ahead of the competitors. Corporate are really trying hard to build competitive advantage in every sphere they are dealing with. They are working on Marketing, operational efficiency, new products, getting cost benefit, human resource development. Out of various options the major one is Human resource. Every organization can create expertise in every mechanical or monitory things but real challenge lies in maintaining and developing human resource i.e employees.

Corporate are demanding innovativeness and creativity form the employees as a tool to compete. In order to be creative and innovative, employees need to have higher level of satisfaction from company point of view. In order to compete effectively, employers need to go afar satisfaction - employers must try do their best to stimulate their employees to apply their full potential and capabilities to their work, if they do not, part of the valuable employees’ resources remains unavailable for the company. Creativity and Innovation are the area which can be developed when a person has serene mindset and peaceful working environment. Working environment includes working relationships, peers, shared vision and mission and the level of support among employees. This all gives a conducive working environment which promotes higher level of satisfaction as well as a sort of emotional attachment with organization.

Environment that encourages relationship elements are based on the concept of trust, cooperation and support that given by one employee to another foster the pace of innovation and creativity along with flourishing the emotional attachment towards organization. The organizational Climates that are supportive and promote positive emotions usually broaden an employee’s Caliber to think and build up their emotional and psychological Resources (Fredrickson, 1998). Employees when given chance to work in climates where they feel support and help from their employer,
work harder and are more committed to organizational success (Harter et al., 2002). Employee who are having good relation in organization have higher level of satisfaction whereas those who are deprived of good relations are the once who are disconnected, isolated from place of work and have sense of loneliness in their workplace. Relationships are usually not developing in places where employees feel unsafe or where they are unable to be themselves (Kahn, 1990). Relationships as well as feeling that are connected to the work significantly affected employee’s experience of their work. Research on suggests that the emotions of love, joy, contentment and interest across workplace culture and boundaries represents high emotional activity (Harter et al., 2003) that encourage the development of belongingness and enhancing cultures and thereby more productive employees.

Such emotions have been associated with evolutionary roots and are also linked to the basic human needs of all employees when they are at work (Kahn, 1990; Maslow, 1970). Getting a level of emotional attachment with the organization has its own relevance. When a person gets emotional attached to the organization that means he / she is ready to go for extra mile to achieve the targets and do the best for the organization he is associated with.

Therefore, now organizations expect their employees to be dedicated, full of enthusiasm and approach of initiative at work, take responsibility for their own development, strive for high quality and performance, be energetic and full of positivity. Here is the point where significance of employee engagement emerges – in other words companies want their employees be engaged.

Employee Engagement is relatively new concept. It was firstly conceptualized by Kahn (1990) as the ‘harnessing of organizational members’ It combines two vital words ‘Employee’ and another ‘Engagement’

Engagement term usually applies when an employee gets emotional attached to the organization and is ready to go for extra mile to achieve the targets and do the best for the organization he is associated with. Employee Engagement is the degree to which an employee is emotionally attached to his/her organization and passionate for his/her work. Employee Engagement is the level of commitment and involvement an employee has for its organization.
An "engaged employee" is one who is fully involved in job, and enthusiastic and committed about their work. Employee engagement is an approach carved to ensure that employees are greatly committed to their organization’s goals and are motivated to contribute to organizational success. Employee Engagement is employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work”. Thus engagement is distinctively different from employee satisfaction, motivation and organizational culture.

“This is about how we create the conditions in which employees offer more of their capability and potential.” – David Macleod

Engagement story is all about attitude, Behavior, and outcomes. All three are interrelated and one triggers another. An employee might get the feel of pride and loyalty (attitude); be a great advocate of their organization to clients, or go the extra mile to finish a piece of work (behavior). Outcomes may include higher productivity, lower accident rates and less number of conflicts etc. There is a worthy circle when conditions of engagement are met when these three aspects of engagement trigger and reinforce one another.

Engagement is a two way process as organizations must take steps to engage the employee, who in turn will have a choice about the level of engagement to be offered the employer. Each reinforces the other.

Employee is a handle with care asset of an organization where in order to build engaged employee, minor things need to be focused. This starts with the understanding of their expectations from organization, proving good working environment, career growth, performance management, recognition and even feedback. Right kind of feedback at right time helps an employee to improve in due course and keep him enthusiastic and motivated for his work. Research has revealed that when feedback in given on emphasizing positive aspects of an employee, it motivates and has good impact on performance while on the other hand when an employee is given feedback focusing on negative elements of him then it certainly has negative impact on his performance in organization.
Some managers used to concentrate more on the employees’ performance or personality strengths while others may pay more consideration to performance or personality weaknesses (Corporate Leadership Council, 2002). The work by Coley Smith (2006, as referenced at Attridge 2009) presents that 77% of engaged employees state that their supervisor focuses on positive characteristics while giving feedback, compared to 23% of moderately engaged and only 4% of disengaged employees, who agree with this statement. The survey conducted by The Corporate Leadership Council (2002), which analyzed 19000 employees and managers in 34 organizations, also presents some interesting findings (See Figure).

**Figure-1.1: Change in Employee Performance with Respect to Personality, Strength or Weakness**

Engagement can also be defined in terms of three dimensions of employee engagement:

- **Emotional Engagement** – being very involved emotionally in one’s work;
- **Cognitive Engagement** – focusing very hard whilst at work; and
- **Physical Engagement** – being willing to ‘go the extra mile’ for your employer.
Employee who is engaged will go one step further and speak out as advocates of their organization, in what they describe as a ‘win-win’ situation for the employee and the employer.

**A Fully Engaged Employee**
- is intellectually and emotionally bound with the organization
- gives 100 percent
- Feels passionately about its goals and
- is committed to live by its values

**Why Engagement:**
The Request arises as why there is requirement of engagement arose. There are many reasons that support the upcoming of concept of engagement like:

1. **A Shift in the Work Culture.** Now days the borders between work and the life have wrecked down and people are considering for more meaningful jobs, work-life balance, and opportunity to prosper and grow. High potential employees have more expectations and are more demanding.

2. **Rise in Job mobility.** Due to better development of economy and market conditions it is now safer and easier to switch jobs than ever before. Those with good skills (ie. software engineers, life scientists) can change jobs very easily than ever. Dice's recent survey shows that 60% of software engineers believe they could find a "better job" in 60 days or less.

3. **Employees are now a days a major source of achieving competitive advantage.** As employees are the assets of an organization as today in order to compete with competitors employees play an important role. Dedicated, creative and committed employees are basically creating competitive advantage for the firm and hence there is an important role for engagement of employees in order to maintain good market position.

4. **High Attrition Rate:** Due to all above changes there has been drastic increase in attrition rate. Specially to BPO Sector and Telecommunication sector. An organization’s human resources i.e. employees are described as its most valuable assets and most of the company’s focus a high priority in retaining trained and quality workers Employee performance do affects the quality of customer service and high attrition in an organization often results in financial
losses which are associated with recruitment costs and also affects productivity during the time it takes for new workers to complete the learning curve (Atchley, 1996). High attrition rates also give rise to wage inflation, as salary levels spiral upward in an attempt to retain existing staff and attract new ones (cited in Ho, Downe and Loke, 2010).

**Industry Wise Attrition:**

Among 11 surveyed industries IT & ITES Sector is having maximum attrition 23%, Followed by Banking & Financial Services with 18%, Healthcare (12%), FMCG (11%), Automobile & Manufacturing (11%).

**Table-1.1: Industry Wise Attrition**

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Industries / Sector</th>
<th>Q1, 2011-12</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>IT &amp; ITES</td>
<td>23%</td>
</tr>
<tr>
<td>2</td>
<td>FMCG</td>
<td>11%</td>
</tr>
<tr>
<td>3</td>
<td>HealthCare</td>
<td>12%</td>
</tr>
<tr>
<td>4</td>
<td>Banking &amp; Financial Services</td>
<td>18%</td>
</tr>
<tr>
<td>5</td>
<td>Automobile &amp; Manufacturing</td>
<td>11%</td>
</tr>
<tr>
<td>6</td>
<td>Telecom</td>
<td>8%</td>
</tr>
<tr>
<td>7</td>
<td>Business Services</td>
<td>5%</td>
</tr>
<tr>
<td>8</td>
<td>Real Estate</td>
<td>9%</td>
</tr>
<tr>
<td>9</td>
<td>Other</td>
<td>3%</td>
</tr>
</tbody>
</table>

Source: MyHiringClub.com

**Major Reason for Attrition:**

Among 11800 surveyed employee, major reason for switching job came in front is Pay Packages (21%) followed by career level growth (16%), Not Happy with Supervisor (15%), Work Pressure (14%).
**Introduction**

Table-1.2: Reason for Leaving Job

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Reason</th>
<th>(in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Asked to Resign / Terminated</td>
<td>6%</td>
</tr>
<tr>
<td>2</td>
<td>Level wise career growth</td>
<td>16%</td>
</tr>
<tr>
<td>3</td>
<td>Pay Scale wise growth</td>
<td>21%</td>
</tr>
<tr>
<td>4</td>
<td>Not Happy With Supervisor</td>
<td>15%</td>
</tr>
<tr>
<td>5</td>
<td>Better Brand/Company</td>
<td>12%</td>
</tr>
<tr>
<td>6</td>
<td>Work Culture / Environment</td>
<td>10%</td>
</tr>
<tr>
<td>7</td>
<td>Work Pressure</td>
<td>14%</td>
</tr>
<tr>
<td>8</td>
<td>Personal/Other Reasons</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: MyHiringClub.com

**Average Job Tenure:**

Average Job tenure is higher with employees who are having more than 10 Years of Experience. Junior & Mid Level employees (Experience between 1-10 Years) are switching their job frequently.

Table-1.3: Average Job Tenure

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Work Experience</th>
<th>Yrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1- 5 Yrs.</td>
<td>1.4</td>
</tr>
<tr>
<td>2</td>
<td>5-10 Yrs.</td>
<td>2.2</td>
</tr>
<tr>
<td>3</td>
<td>10-15 Yrs.</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>More than 15 Yrs.</td>
<td>4.9</td>
</tr>
</tbody>
</table>

Source: MyHiringClub.com

**Evolution of Employee Engagement**

Companies have been looking for ways to enhance employee morale, engagement, and productivity for years. There has been gradual progress in the given field. There were many theories that were framed for the employees’ motivation and improvement with basic urge to understand them and organizations results could be improved. In the 1920’s the Hawthorne studies proved that showing interest in workers resulted in improved performance – the “Hawthorne effect.” Again Maslow’s theory in 1954 offered the hierarchy of needs to describe different worker motivation like: physiological, safety, social esteem, and self-actualization. Herzberg has described that
workers need both “hygiene factors,” e.g., supervision, salary and working conditions, and “motivators” which comprise advancement, achievement and recognition.

Prior to the 1980s, employers used to expect loyalty to the organization, and in exchange for the commitment, they offered lifetime employment to their employees. Then in the 1980s organizations started to change that convention. With growing global competition, employers desired to be more flexible in their placement of employees. Employees learned the hard way (through layoffs) that loyalty was no longer rewarded. Then they could no longer expect long-term employment, and career progress became viewed as a coiled instead of a ladder. The rules of the game changed, and leaders in business initiated the evolution. There has been a change in the requirement of organizations’ from employee side in terms of performance.

Beginning of 21st century is time for Industrial Revolution in India where there is boom in growth & development if Industries all around and people got job. With growing economy people started to have more choices and preferences in jobs and thereby increase the attrition rate. In spite of providing good pay packages and benefits, many organizations loose top performers to the competitors for no apparent reasons.

During 1970’s, 80 ‘s Concentration of employers was on Employee Satisfaction but this was not able to match with performance and was more about the employee than the organization or the employee’s relationship with it.

New developments in technology and communications resulted in workplaces becoming more diverse. More changes were there in organizational hierarchical structure as they were more flat than before, thus making employee behavior management more complex. Meeting the lower order needs of Maslow’s need hierarchy was not sufficient to retain employees and HR People facing it challenging to retain employees and to have improved productivity and better performance in organizations.

The emphasis then shifted from satisfaction to commitment (and from personnel’ to ‘human resources.’) in return for a job, the employee would remain to be loyal and commit himself to the organization. Whilst commitment is an important element of and predictor of engagement it cannot replace engagement
Introduction

The first use of the term employee engagement occurred in a 1990 Academy of Management Journal by William A. Kahn. Kahn’s article on the Psychological conditions of personal engagement and disengagement at work examined the conditions at work which contribute to engagement and disengagement. He discovered that the individual and contextual sources of meaningfulness, safety, and availability had a significant impact on engagement.

During the mid-1990’s Gallup started to refine and extend their Q12. The Q12 is a twelve question copyrighted survey asking such questions as, do you know what is expected of you at work? And, do you have a best friend at work? Gallup has asked these questions millions of times and created a significant data base and spawned the industry of employee engagement. Gallup’s questions were simple and the implications of a more engaged workforce were compelling. The 12 questions Gallup asked in their research study are:

1. Do I know what is expected of me at work?
2. Do I have the materials and equipment I need to do my work right?
3. At work, do I have the opportunity to do what I do best every day?
4. In the last seven days, have I received recognition or praise for good work?
5. Does my supervisor, or someone at work, seem to care about me as a person?
6. Is there someone at work who encourages my development?
7. At work, do my opinions seem to count?
8. Does the mission/purpose of my organization make me feel like my work is important?
9. Are my co-workers committed to doing quality work?
10. Do I have a close friend at work?
11. In the last six months, have I talked with someone about my progress?
12. At work, have I had opportunities to learn and grow?

Employee engagement again becomes a topic of concern in early 2000 when the Incidence of 9/11 occurred, the economy dipped, and unemployment rose. At that time, the HR convey workers that they should be grateful that they have job in hand, Work expectations rose, while companies froze employees ‘pay. The result was a disengaged workforce.

Macey and Schneider (2008) pioneered conceptual research in the area of employee engagement. Conceptualizing that employee engagement develops from (a) trait engagement, (b) state engagement, and (c) behavioral engagement (2008), they drew significant parallels from previous research and defined each as a separate engagement construct. From their perspective, employee engagement is defined by suggesting that “(a) job design attributes would directly affect trait engagement, (b) the presence of a transformational leader would direct effect state engagement, and (c) the presence of a transformational leader would directly affect trust levels and thus, indirectly affect behavioral engagement” (Macey & Schneider, 2008, p. 25). In this conceptual model, the preceding state of engagement would build on the next, each developing a piece of the overall employee engagement construct. Now a days more focus is given then on employee engagement.
1.2 DIFFERENT CATEGORIES OF EMPLOYEE ENGAGEMENT

An organisation is an assembly of persons who come together and work towards the apprehension of a common objective. Larger the number of individuals working together, larger is the size of the establishment and vice-versa. However, for an organisation to achieve its goals and objectives it is important for the employees to function at their full potential, which unfortunately does not happen in most of the organisations.

Most of the employees in the organisation does not utilise their full potential for the organisation. There are numerous reasons for the same. They feel to be really associated with the goal of the organisation or they may have, they may have problem with their team, the boss or the subordinate or it may be a other problem of attitude. This fact has necessitated the classification of the people into three different categories as engaged, not engaged and actively disengaged. Based on the level of commitment or engagement of employees, the classification is as:

**Actively Disengaged:** This is probably for the people who carry negative approach towards their organisation. They are called as disease centres of the organisation, spread negative words, provoking and convincing people to leave their jobs. They are the once who stays the longest and often remove perceived people who can be prospects for higher designation in the organisation. They believe that only they are right while other have wrong approach. Negativity is like a blood clot, and actively disengaged employees occasionally clot together in groups that support and strengthen their beliefs. Actively disengaged employees also may nearby themselves off from anyone who will test them to become part of the answer, rather than staying part of the trick. An actively disengaged person finds it almost terrible to become part of the solution, because they flourish on being part of the problem.
Worldwide, Actively Disengaged Employees Outnumber Engaged Employees by Nearly 2:1

2011-2012 results among employed residents, aged 18 and older, in 142 countries and areas

<table>
<thead>
<tr>
<th></th>
<th>2009-2010</th>
<th>2011-2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>Actively</td>
<td>27%</td>
<td>24%</td>
</tr>
<tr>
<td>Disengaged</td>
<td>62%</td>
<td>63%</td>
</tr>
<tr>
<td>Engaged</td>
<td>11%</td>
<td>13%</td>
</tr>
</tbody>
</table>

Source: Gallup

**Figure-1.3: Number of Engaged and Disengaged Employees**

Within an organisation the proportion of individuals that fall in different categories of actively disengaged, engaged and actively engaged employees can help determine the health of the company. For example, bigger percentage of actively disengaged employees predicts into even greater victims in productivity, corrosion of employee morale and drop in the bottom line.

**Engaged Employees**: They are the employees who work with passion, Connect with company and are innovative in approach. They contribute new ideas and turn ideas into reality. They spread Positivity and are proactive and prepared well in advance. They always show high level of performance. Often they expect the things to come on clarity basis. They usually look for a reason for doing anything and how they can be connected to it. They also challenge others to work with mission and purpose. Engaged employees are full of energy and enthusiastic of their jobs. They're dedicated to the company, to their workgroup, so much so that their commitment. Overwhelms barriers and transforms relationships and increase the productivity of the organization and improves work environment. *Fortune* publishes an annual grade of the Top 100 Best Corporations to Work For, and while being on this list does not promise employee engagement but it's a very good needle of worker satisfaction. There is definitely a difference between employee engagement and employee satisfaction. Employee engagement can be defined as a sense of individual investment where employees wish to do whatever they can for the accomplishment of the organization goals and their success. There are many instances where it is clearly shown that employer engagement effects employee engagement directly and when both are together, the organization grows. The characteristics shown by engaged employee are:

- High level of performance.
Innovative approach and drive for efficiency.
- Clarity about outcomes of their roles.
- High level of enthusiasm level towards work.
- Commitment towards work and work group and job.

According to one of the detail research of 300,000 employees over last ten years has shown that there are three key features of engagement:

1. **Loyalty.** Loyalty is far much better strategy than retention. People may be with the organization nut they are not loyal then it is of no use for the corporate. Loyal people are usually proactive, Supportive, taking personal responsibility for the organization. They create, innovative, conserve and go above and beyond for the company on a regular basis.

2. **Advocacy.** Engaged employees become advocates both internally and externally. Internally they will be helpful of their associates, successfully talking them off the niche when things are demanding or challenging. Externally they will try to bring other people of good quality to work for the company while endorsing the company’s product and services to possible customers.

3. **Productivity.** Every organization will look for good productivity in order to compete. The productive worker is both effective and well-organized in their role. Effective because they give organization their best effort and they produce good quality results. Efficient as they learn to do that same job while consuming less time, thus expanding their capability and the capacity of the organization.

There are many dimensions of engagement. They are:

**Physical Dimension of Employee Engagement**

When employee engaged in a role in organization, people employ and express themselves physically. The physical dimension of engagement is displayed by the exertion of effort in one’s job. This effort can range from tiredness (low engagement) to vital physical and mental effort. One’s physical engagement is very much dependent on the background or mental and physical requirements of the role. However, when individuals are engaged in their role in their organization, physical energies are directed at the accomplishment of role task. A conceptualization of the effort of energies into one's role that fundamentally captures. There has been
association of effort with three components duration (or time commitment), intensity (force, i.e. energy exerted per unit of time), and direction. Although these results recommended that effort as time on task leads to performance, this relationship is not as direct or line as the relationship between effort and engagement. That is, effort hypothesized as time spent on task fails to totally capture Kahn’s meaning of engagement in one’s role. Instead, effort as time is merely thoughtful of one’s role presence and not role engagement. Finally, there are practical limits to measuring the physical dimension of engagement as time on task, as many individuals work a fixed number of hours and therefore their effort or amount of time spent on a task is beyond their control.

Cognitive Dimension

Cognitive word is basically annotates mental or memory of an individual. It means the extent to which individuals are absorbed in their work and think about ways performance can be improved previous much work has been done that found out that cognitive labors are comprised of two components - attention, the quantity of time one spends thinking of role task, and absorption, the level of obsession or intensity of focus on role task (Gardner et al., 1989; Goffman, 1959,1961; Kahn, 1990; Rothbard, 2001). Today the needs of businesses to maximize the inputs of employees have also contributed to the interest in engagement. Business needs are determined by intense, often global, competition, which is increasing the need for employees to be emotionally and cognitively committed to their company, their customers and their work.

Affective Dimension

As Kahn (1990, 1992) has observed that people are engaged in their role when they exhibited behaviors which shows the investment of personal energies and emotions at work. There is again a concept which shows that investment of emotions into one’s role performance illustrated role attachment (Kelman, 1958). According to Kelman, (1958) the biggest speculation of personal energies into role performance is one that involved the mixture of emotions. At this level, individuals are “wholly present” in their task through an emotional assembly between themselves and their work. This view is regular with Kahn (1990), who noted that individuals exhibited engagement in their work roles when emotionally immersed in an activity. High
Positive Affect (PA) is a state of high energy, full concentration, and pleasurable engagement. In contrast, Negative Affect (NA) comprises distress, sluggishness, dullness, and disengagement (Watson & Tellegen, 1985).

**Not Engaged:** They are majority in number, or they contribute almost fifty percent employees of the organisation. They might be having either positive or negative outlook for the organisation. They wait for the instructions from their superiors and lack behind to take initiative. Not-engaged” employees incline to focus on responsibilities rather than the goals and outcomes they are expected to achieve. They want to be expressed what to do just so they can do it and say they have done. They focus on completing tasks vs. attaining an outcome. Employees who are not-engaged tend to texture their contributions are being unnoticed, and their potential is not being nominated. They often feel as being neglected this way because they don't have good relationships with their managers or with their coworkers.
1.3 OVERVIEW OF TELECOM INDUSTRY IN INDIA

Telecommunication is the transmission of messages, over significant distances, for the purpose of communication. In earlier times, telecommunications involved the use of visual signals, such as beacons, smoke, semaphore telegraphs, signal flags, and optical heliographs, or audio messages via coded drumbeats, lung-blown horns, or sent by loud whistles, for example. In the modern age of electricity and electronics, telecommunications now also includes the use of electrical devices such as telegraphs, telephones, and teletypes, the use of radio and microwave communications, as well as fiber optics and their associated electronics, plus the use of the orbiting satellites and the Internet.

- Computer network
- Internet
- Telephone network.

Indian Telecom Sector:

India is the fourth largest telecom market in Asia after China, Japan and South Korea. The Indian telecom network is the eighth largest in the world and the second largest among emerging economies. Indian telecom sector has undergone a major process of transformation through significant policy reforms. The reforms began in 1980s with telecom equipment manufacturing being opened for private sector and were later followed by National Telecom Policy (NTP) in 1994, NTP'1999 and Broadband Policy 2004. With 359 million telephone subscribers today, India now boasts of having the second largest telecom network in the world after China.

Confederation of Indian Industry CII, in collaboration with Ernst & Young, has put together the report "India 2012: Telecom Growth Continues", which brings out the current status of the industry with a brief perspective on how that growth has been achieved, and sets the context for the landscape in 2012. It focuses on current issues and the envisaged future concerns and potential points of debate, which would need to be jointly addressed by the industry and the Government in order to enable this industry to continue on its already-impressive growth trajectory, and become the cynosure of the Telecom world.
Evolution of the Industry- Important Event

History of Indian Telecommunications

- 1851 First operational land lines were laid by the government near Calcutta.
- 1881 Telephone service introduced in India
- 1883 Merger with the postal system
- 1923 Formation of Indian Radio Telegraph Company
- 1932 Merger of ETC and IRT into the Indian Radio and Cable Communication Company
- 1985 Department of Telecommunications established an exclusive provider of domestic and long-distance service that would be its own regulator.
- 1986 Conversion of into two wholly government-owned companies: the Videsh Sanchar Nigam Limited for international telecommunications and Mahanagar Telephone Nigam Limited for service in metropolitan areas.
- 1997 Telecom Regulatory Authority of India created.
- 1999 Cellular Services are launched in India. New National Telecom Policy is adopted.
- 2000 Do to become a corporation, BSNL.

Need of Engagement in Telecom

Indian telecom industry underwent a great pace after liberalization of Market since 1990s and now has become the world's one of the most competitive and fastest growing telecom markets. The Industry has grown-up over twenty times in last ten years; from under 37 million subscribers in the year 2001 to over 846 million subscribers in the year 2011. India has the now world's second-largest mobile phone user base with over 929.37 million users as of May 2012.

The Indian telecommunications has been whizzing up the growth curve at an intense pace, emerging as one of the key sectors responsible for India's growing economic growth. India is has surpassed even US to become the second largest wireless network in the world with a high subscriber base according to the Telecom Regulatory Authority of India (Trai).

The total revenue of the Indian telecom sector grew by 7% to ₹2832 billion for 2010–11 financial year, while revenues from telecom equipment segment stood at
रु1170 billion. There has been tremendous growth in telecommunication sector in India and favorable government policies has provided them acceleration to these companies. According to the annual report of TRAI 2011-12 the Market share of wireless service provider varies a lot like BSNL captures the maximum share of 69.84% which covers the major chunk followed by MTNL and Bharti Group.

![Market Share of Wireline Service Providers as on 31st March 2012 (in %)](image)

**Figure-1.4: Market Share of Wireline Service Providers as on 31st March 2012 (in %)**

*Source: Annual Report 2011-12*

**Status of Telecom Sector (As on March 31, 2014)**

- Indian telecom network has really grown well and it is the second biggest in the world after China.
- The country has about 933.02 million telephone connections, including 904.52 million wireless telephone connections.
- It has about tele-density of 75.23% in the country.
- Urban tele-density is 145.46%, whereas rural tele-density is 44.01%.
- The share of wireless telephones in total telephones is 96.95%.
- The share of private sector in total telephones is 87.13%.
- It has the Number of Broadband connections is 60.87 million
**Introduction**

**Growth of Telecom Industry (Public and Private Firms)**

The Telecom Sector in India has grown much and at very high speed. There has been quite a difference between growth of private or public firms.

As there has been tremendously growth in telecom sector, there has been a variation in the growth in different cities of the country. Orissa has been the one state which has highest growth percentage after Bihar. Rajasthan has shown the growth of 1.13% which is pretty good and has got a lot of scope of further growth. The details are as shown in chart below.

*Figure-1.5: Service Provider wise Market Share as on 31st January, 2014*

As there has been tremendously growth in telecom sector, there has been a variation in the growth in different cities of the country. Orissa has been the one state which has highest growth percentage after Bihar. Rajasthan has shown the growth of 1.13% which is pretty good and has got a lot of scope of further growth. The details are as shown in chart below.
Different telecom companies operating in Rajasthan are:

- **BSNL(Bharat Sanchar Nigam Limited)** Public Sector Undertaking
- **Airtel** Private Sector Undertaking
- **Idea** Private Sector Undertaking
- **Vodafone** Private Sector Undertaking
- **Reliance Communication** Private Sector Undertaking
- **Tata Docomo** Private Sector Undertaking

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**Figure-1.6: Service Area wise Monthly Growth in total wireless Subscribers during January, 2014**

Source: TRAI Report 2014
As from above data it is clear that Indian Telecommunications sector has been one of the fastest growing sectors in the Indian economy in the past couple of years. This has been observed due to resilient competition that has brought downcast tariffs as well as simplicity in the ongoing policy environment which had promoted healthy competition among various players. The growth of the industry stimulated the government to permit more players on the field leading to an extreme price war in an attempt to harvest market share. The increased number of market players also led to large scale of switching of job by employees between different organizations. Managing employee turnover has thus become a major challenge for the Telecom industry, especially in India. This has led organizations to focus on methods and techniques to increase employee engagement and reduce attrition. Telecom Industry has suffered from high attrition rate which make the grieved need of concept of employee engagement. Attrition is one of the major problems companies are facing & this is not with any specific sector, but majorly it is Telecom sector. Due to high attrition rate, cost of the organization increases due to training, development, socialization also affects productivity and other costs on the employees. Good compensation alone does not guarantee employee loyalty, but now people are more looking forward for work life balance, career development and growth etc. The attrition rate of different sectors in India are as mentioned:

Source: TRAI Report

**Figure-1.7: Market Share of Different Telecom Industry**

![Market Share of Different Telecom Industry](image)

- Bharti (Airtel)
- Reliance
- Vodafone
- BSNL
- Idea
- Tata Teleservices

MARKET SHARE

- Bharti (Airtel): 118,864,031
- Reliance: 93,795,613
- Vodafone: 91,401,959
- BSNL: 62,861,214
- Idea: 57,611,872
- Tata Teleservices: 57,329,449

As from above data it is clear that Indian Telecommunications sector has been one of the fastest growing sectors in the Indian economy in the past couple of years. This has been observed due to resilient competition that has brought downcast tariffs as well as simplicity in the ongoing policy environment which had promoted healthy competition among various players. The growth of the industry stimulated the government to permit more players on the field leading to an extreme price war in an attempt to harvest market share. The increased number of market players also led to large scale of switching of job by employees between different organizations. Managing employee turnover has thus become a major challenge for the Telecom industry, especially in India. This has led organizations to focus on methods and techniques to increase employee engagement and reduce attrition. Telecom Industry has suffered from high attrition rate which make the grieved need of concept of employee engagement. Attrition is one of the major problems companies are facing & this is not with any specific sector, but majorly it is Telecom sector. Due to high attrition rate, cost of the organization increases due to training, development, socialization also affects productivity and other costs on the employees. Good compensation alone does not guarantee employee loyalty, but now people are more looking forward for work life balance, career development and growth etc. The attrition rate of different sectors in India are as mentioned:
Industry Wise Attrition:- Among 11 surveyed industries IT & ITES Sector is having maximum attrition 23%, Followed by Banking & Financial Services with 18%, Healthcare (12%), FMCG (11%), Automobile & Manufacturing (11%).

Career Level Wise Attrition:- Employee with experience between 1-5 Years had highest attrition rate of 39%, experience between 5-10 Years had 27% & 10-15 Years of experience had 22% attrition. Senior level employees (Experience more than 15 Yrs.) had very low attrition rate 15%

Table-1.4: Career Level

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Work Experience</th>
<th>(in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1-5 Yrs.</td>
<td>39%</td>
</tr>
<tr>
<td>2</td>
<td>5-10 Yrs.</td>
<td>27%</td>
</tr>
<tr>
<td>3</td>
<td>10-15 Yrs.</td>
<td>22%</td>
</tr>
<tr>
<td>4</td>
<td>More than 15 Yrs.</td>
<td>12%</td>
</tr>
</tbody>
</table>

Source: MyHiringClub.com

Major Reason for Attrition:- Among 11800 surveyed employee, major reason for switching job came in front is Pay Packages (21%) followed by career level growth (16%), Not Happy with Supervisor (15%), Work Pressure (14%).

Table-1.5: Attrition Reasons

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Reason</th>
<th>(in %)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Asked to Resign / Terminated</td>
<td>6%</td>
</tr>
<tr>
<td>2</td>
<td>Level wise career growth</td>
<td>16%</td>
</tr>
<tr>
<td>3</td>
<td>Pay Scale wise growth</td>
<td>21%</td>
</tr>
<tr>
<td>5</td>
<td>Not Happy With Supervisor</td>
<td>15%</td>
</tr>
<tr>
<td>6</td>
<td>Better Brand/Company</td>
<td>12%</td>
</tr>
<tr>
<td>7</td>
<td>Work Culture / Environment</td>
<td>10%</td>
</tr>
<tr>
<td>8</td>
<td>Work Pressure</td>
<td>14%</td>
</tr>
<tr>
<td>9</td>
<td>Personal/Other Reasons</td>
<td>6%</td>
</tr>
</tbody>
</table>

Source: MyHiringClub.com
Average Job Tenure: Average Job tenure is higher with employees who are having more than 10 Years of Experience. Junior & Mid-Level employees (Experience between 1-10 Years) are switching their job frequently.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>Work Experience</th>
<th>Yrs.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1- 5 Yrs.</td>
<td>1.4</td>
</tr>
<tr>
<td>2</td>
<td>5-10 Yrs.</td>
<td>2.2</td>
</tr>
<tr>
<td>3</td>
<td>10-15 Yrs.</td>
<td>4</td>
</tr>
<tr>
<td>4</td>
<td>More than 15 Yrs.</td>
<td>4.9</td>
</tr>
</tbody>
</table>

Source: MyHiringClub.com

City Wise Attrition: Bangalore (18%), Delhi (17%) & Chennai (16%) had the highest attrition in Q1, 2011-12 followed by Mumbai with 13%. Kolkata (10%) & Hyderabad (12%) had the lowest attrition in 10 surveyed cities.

<table>
<thead>
<tr>
<th>Sl. No.</th>
<th>City</th>
<th>in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Bangalore</td>
<td>18%</td>
</tr>
<tr>
<td>2</td>
<td>Chennai</td>
<td>16%</td>
</tr>
<tr>
<td>3</td>
<td>Hyderabad</td>
<td>12%</td>
</tr>
<tr>
<td>4</td>
<td>Delhi / NCR</td>
<td>17%</td>
</tr>
<tr>
<td>5</td>
<td>Mumbai</td>
<td>13%</td>
</tr>
<tr>
<td>6</td>
<td>Kolkata</td>
<td>10%</td>
</tr>
<tr>
<td>7</td>
<td>Others</td>
<td>14%</td>
</tr>
</tbody>
</table>

Source: MyHiringClub.com

The above survey was conducted online within the India by MyHiringClub.com among 11800 employees & 249 Employers, between May 1st and June 20th, 2011 (percentages for some questions are based on a subset, based on their responses to certain questions).
There is clear evidence that high level of employee engagement keenly correlates to individual, group and corporate performance in areas such as retention, turnover, productivity, customer service and loyalty.

**A Fully Engaged Employee**

- Is intellectually and emotionally bound with the organization
- Gives 100 percent
- Feels passionately about its goals and
- Is committed to live by its values

Some of the other distinct advantages of engaged employees are:-

- They will perform better.
- There is significant link between employee engagement and profitability.
- It creates a sense of loyalty in competitive environment.
- This creates a high energy working environment.
- Engaged employees serves as brand ambassador of the organization.
1.4 BSNL (Bharat Sanchar Nigam Limited)

Bharat Sanchar Nigam (Abbreviated BSNL) is an Indian state-owned telecommunications company headquartered in New Delhi, India. It was incorporated on 15 September 2000. It also got the status of Mini Ratna—a status assigned to reputed Public Sector companies in India.

BSNL is one of the service providers, making focused efforts & planned initiatives to bridge the rural-urban population. In fact this is the only telecom operator in the country to beat its range with its wide network giving services in every nook & corner of the country & operates across India except New Delhi & Mumbai. It is providing services from Siachin glaciers to North-Eastern regions of the country.

BSNL serves its customers with a wide bouquet of telecom services namely Wireline, CDMA mobile, GSM mobile, Internet, Broadband, Carrier service, MPLS-VPN, VSAT, VoIP, IN Services, FTTH, etc. In basic services, BSNL is quite ahead of its rivals, with 24.58 million wireline phone subscribers i.e. 71.93% share of the wireline subscriber base. BSNL has 90.09 million cellular & 5.06 million by 30/07/2011. During the 2010-11, turnover of BSNL is around Rs. 29,700 Crores.

The subscriber base of BSNL has grown up consistently over years. There is growth from 73.32 million in year 13 to 75.23 million in March 14.
Even there are different internet service provider that compete with BSNL. The Major one are Airtel, Reliance and Vodafone. The subscriber for different service provider are as:

**Figure-1.8: Subscriber Base of BSNL**

**Figure-1.9: Top 10 Internet Service Providers, 2014**
**BSNL HISTORY**

BSNL has great history behind its opening. The underpinning of Telecom Network in India was laid by the British sometime back in 19th century. The history of BSNL is associated with the beginning of Telecom in India. It was share of erstwhile Post & Telegraph Department (P&T). In 19th century and for nearly entire 20th century, the Telecom in India was functioned as a Government of India. In 1975 the Department of Telecom (DoT) got separated from P&T. Department of Telecom was accountable for running of Telecom services in whole country until 1985 when Mahanagar Telephone Nigam Limited (MTNL) was engraved out of DoT to run the telecom services of Delhi and Mumbai. Subsequently in 1990s the telecom sector was opened up by Indian government for private investment, thus it became necessary to separate the Government’s policy wing from Operations wing. The Government of India corporatized the operations wing of DoT on October 01, 2000 and give it a name as Bharat Sanchar Nigam Limited (BSNL).

**VISION**

- To be the leading telecom service provider in India with global presence.
- Create a customer focused organization with excellence in customer care, sales and marketing.
- Leverage technology to provide affordable and innovative telecom. Services/products across customer segments.
MISSION

- Be the leading telecom service provider in India with global presence.
- Creating a customer focused organization with excellence in customer care, sales & marketing.
- Leveraging technology to provide affordable and innovative products/services across customer segments
- Providing a conducive work environment with strong focus on performance
- Establishing efficient business processes enabled by IT

Employee Orientation of BSNL:

There are various policies and practices that benefit employees, like:

a. Female employees are provided by maternity leave of 180 days are given to all women employees.

b. There is also Special allowance for child care for women employees with disabilities @ `1,000 per month per child till child attains two years.

BSNL has started various programmes for persons with disabilities and their family members as part of BSNL’s welfare measures for the year 2012-13. Under this programme, BSNL is helping people who are disability by allotting of PCO’s to disable people.

- In addition, as part of Corporate Social Responsibility Scheme, Telecom Circles are providing Computers, Broadband connection to schools for the physically handicapped/mentally retarded children and orphanages.
- Rates of Transport Allowance is double for employees who are Physically Handicapped employees.
- Holiday Homes: There are 38 Holiday Homes all over the country for use by its employees and their family members.

BSNL takes care of employees in regular updating them with new technology and other training aspects for their development. BSNL has about 35 Telecom Training Centers countrywide with three Apex level Training Centers as Advanced Level Telecom Training Centre (ALTTC), Ghaziabad, Bharat Ratna Bhim Rao Ambedkar Institute of Telecom Training (BRBRAITT), Jabalpur and National Academy of Telecom Finance and Management (NATFM) Hyderabad.
a. During the year 2011-12 around 88,555 number of employees were imparted training. In addition, about 6,41,40 man days of training was imparted to external trainees.

b. During the year 2012-13 (April-December) around 53,966 of personnel have been imparted training. In addition 4,55,566 man days of training has been accorded to external trainees.

WELFARE MEASURES UNDERTAKEN BY BSNL

BSNL is providing various welfare programmers for their employees and their family members as part of BSNL’s well-being measures for the year 2012-13. Some of the salient welfare schemes are as below:

- Giving of Scholarship/ Book Awards/ Incentives to the wards of BSNL Employees.
- Providing Financial assistance to employees with amount upto `25,000 in case of serious illness or major surgical treatments.
- Immediate Financial help of `15,000 to the family of BSNL staffs who die in harness regardless of basic pay limit.
- Financial assistance to the tune of `5000 per employee who are the sufferers of Natural Calamities/terrorist attacks// Communal riots etc.
- Organizing of various function like of Cultural, Drawing Competition & Slogan Writing competitions.
- Grant in Assistance to Recreation Clubs in each Circle.
- BSNL is also taking care of setting up of Crèches for child care in P&T residential colony and in offices.
- BSNL also provides computer facilities of telecom Training Centre for imparting training to the children and spouses of BSNL employees.
1.5 INTRODUCTION OF PRIVATE SECTOR TELECOM INDUSTRY: IDEA AIRTEL, TATA, RELIANCE, AND VODAFONE

Idea Cellular is commonly known as Idea. Idea Cellular is one of the well known leading mobile telecom operators in India. Idea is one of the diversified businesses of Aditya Birla Group. The company is offering GSM and 3G mobile services in 22 Indian telecom circles. The company the fifth largest mobile operator with market share of 11.1% in May 2011. The company has its head quarter at Mumbai. In Year 2013, its business has grown and reached to 121 million subscriber base with covering 15% of market share.

Aditya Group holds about 98.3% stake in Idea Cellular, a leading telecom operator in India. Idea Cellular has started off as a joint venture with Birla group, Tata Group and AT&T. However the stakes (of TATA Group and AT &T) of the remaining partners was eventually acquired by the group. The employees if Idea cellular is 6,481 (2010).

Idea has robust pan-India coverage with its network of over 100,000 2G and 3G cell sites. It is well spread across over 55,000 different towns in India. Idea has different outlets with nearly 4,500 and has about 7000 call center seats.

Idea has also received several of the national and international recognitions for its creative innovations in mobile telephony products and services. Out of many awards, Idea has won the prestigious ‘NDTV Business Leadership Award’ in the telecom category for its performance in 2012. It was also the winner of ET Telecom Awards 2012, in the categories — ‘Customer Experience Enhancement’, ‘Excellence

Idea has won the ‘Best Brand Campaign’ at the esteemed World Communication Awards in 2012 and 2011. It also won the GSM Association Award for ‘Best Billing and Customer Care Solution’ and was awarded ‘Mobile Operator of the Year Award – India’ for 2007 and 2008 at the Annual Asian Mobile News Awards.

THE VISION OF IDEA

To be a premium global conglomerate with a clear focus on each business

THE MISSION OF IDEA

We survive because of our customers. Aditya Birla Group focuses on taking decisions in a manner that is fair, honest and also following the highest standards of professionalism Integrity for us means not only financial and intellectual integrity, but in all other forms as are commonly understood.

The words that connote Integrity in Aditya Birla Group are:

- Ethical
- Respectful
- Truthful
- Upright
- Principled
- Transparent

At Aditya Birla Group focuses on taking ownership of our actions and decisions, those of our team and that part of the organization that we are responsible for. The words that connotes commitment is responsibility, self–confidence, discipline and result orientation. The organization try its best to arise out emotional engagement which will make work joyful and inspires to give his or her best to the organization. Employees give high energy and show enthusiasm which is voluntary and spontaneous. The words that give emphasis on passion are Transformational, inspirational, intensity, deep sense of purpose. The organization also focuses on promptness, proactive, decisive.
Work Culture

The positive energy at Idea Cellular is intense at the workplace. Healthy competition is continuously encouraged to improve the performance. Family get together are commonly organised so that the employees and family mingle up. Recognition and support is also provided for performance excellence.

The human resource philosophy and strategy of your Company has been designed to attract and retain the best talent, creating workplace environment that keeps employees engaged, motivated and encourages innovation. This talent has, through strong alignment with your Company’s vision, successfully built and sustained your Company’s standing as one of India’s most admired and valuable corporations despite unrelenting competitive pressures. Your Company has fostered a culture that rewards continuous learning, collaboration and development, making it future ready with respect to the challenges posed by ever-changing market realities. Employees are your Company’s most valuable assets and your Company’s processes are designed to empower employees and support creative approaches in order to create enduring value. Your Company’s unflagging commitment to investing in talent development ensures performance and achievement of the highest order. The employee strength on rolls stood at 9,746 as on March 31, 2013.

The company give a lot of focus on employees as well. The company has crafted lot of retention strategy to retain employees. The some of the strategies are Health check-up policy, Company Leased Accommodation Policy, Group Personal Accident Insurance, House Rent Allowance Policy, Marriage Birthday Childbirth Policy, Employee Referral Policy, Employee Cellular Phone Connection Policy, Lunch Subsidy Policy, Employee Spouse Cellular Phone Policy, Long Service Recognition Policy, Telephone & Internet Reimbursement Policy etc.

OTHER EMPLOYEE ENGAGEMENT ACTIVITY

There is also one of than employee engagement activity which is named as:

Pahchaan kaun………!!!

In this activity, the employees have to identify the person whose ‘facial features’ i.e. eyes, nose, ears etc will be posted on the employees corner. The employee who recognize that is usually get a tantalizing gift from the company. This
is an activity where relations are developed among employees. They get a chance to know each other, appreciate each other and environment becomes healthier.

**FAMILY INVOLVEMENT IN EMPLOYEE ACHIVEMENT**

There is one more activity that is very much appreciated in the organization. The activity is family involvement in giving recognition for the achievement of the employee goals in the organization. The organization believes that the employee can only achieve the things when he/ she has proper support of the family. There is the requirement of giving recognition to the family also as they are support of the employees. A proper appreciation letter is being send by the company. This is a way to bridge a gap between the organisation and the family of an employee.

The following letter is given as a token of appreciation.

Dear Mr. /Mrs. ………

IDEA family would like to share the happy news with you that Mr./Ms.…………….. has been awarded with "……………….." award. We know this would not have been possible without your support and guidance. Our hearty congratulations.

Family support is crucial for not only successful career but over all development of an individual. We fully appreciate your contribution in his/ her achievement. The award given to him is reflection of both his good performance and good principle that he has imbibed from his family.
The Bharti Group was Founded in year 1976, by Sunil Bharti Mittal, Bharti has really grown from being the manufacturer of bicycle parts to the one of the largest and most respected business in India. Bharti has created a world-class businesses in different sectors like telecom, financial services, foods and retail, etc. Bharti has started its telecom services with its launch in Delhi (India) In year 1995. It has grown tremendously from thereafter. It has emerged as one of top telecommunication companies in the world and is also amongst the top five wireless operators in the world.

It has global presence where it operates under the ‘Airtel’ brand in 19 different countries across Asia and Africa like – India, Bangladesh, Sri Lanka,, Seychelles, Burkina Faso, Democratic Republic of Congo, Chad, Congo Brazzaville,, Gabon, Ghana, Kenya, Madagascar, Tanzania, Malawi, Niger, Nigeria, Sierra Leone, Uganda, and Zambia. From last few years the group has made highly diversification so that they compete into emerging business areas. It has focus on growth by becoming India’s premium conglomerate by 2020, it has forayed into the retail sector with the opening of retail stores in multiple formats as small and medium. The group has diversified into different in financial services— life insurance, asset management, general insurance and it has customer base all across India. The group has mounting interests in different areas such as real estate, telecom software, training and capacity building, and the distribution of IT products.
Bharti Airtel Limited is one of the leading integrated telecommunications corporation with its operations in 20 different countries all across Asia and Africa. It has Headquartered in New Delhi, India, the company positions amongst the top 5 mobile service providers internationally in terms of subscribers. The company's produce offerings include 2G, 3G and 4G services, fixed line, high speed broadband.

With its Incorporated in July 7, 1995 Bharti Airtel is a division of Bharti enterprises is one of the India’s leading provider of telecom services. Sunil Bharti Mittal, The founder chairman of Bharti Enterprises (who owns Airtel) is currently the most famous face of the telecom sector in India. He represents the motto that success only comes to those who can dream big and work considerately to deliver it. Sunil Bharti Mittal has started his Journey with manufacturing spare parts for bicycles in late 1970s. In the early years, Bharti established itself as a supplier of basic telecom equipment. The organization chart of the organization is:

![Organisation Structure of Airtel](source=Airtel Website)

**Figure-1.10: Organisation Structure of Airtel**
A Brief about evolution of Airtel in India is:

1995
- Bharti Cellular launched cellular services as "AirTel" in Delhi.

2004
- On 19 October 2004, Airtel announced the launch of a BlackBerry Wireless Solution in India.

2010
- On 18 May 2010, Airtel won 3G spectrum in 13 circles: Delhi, Mumbai, Karnataka, UP, West Bengal, Bihar, Jammu and Kashmir, North East, Andhra Pradesh, Tamil Nadu, Rajasthan, Himachal Pradesh, Assam.
- Bharti Airtel wins broadband spectrum in four circles: Maharashtra, Karnataka, Punjab and Kolkata for ₹33.14 billion.
- On 20 December 2010, Airtel launched its new identity for Bangladesh subscriber.

2011
- On 24 January 2011, Airtel announced the launch of its 3G services in India.
- On 12 December 2011, Bharti Airtel recognized for the delivery of best network services with customer focus at Telecom Centre of Excellence Awards.
- 21 December 2011, Airtel launches exciting recharge offers for mobile customers in Rajasthan.

2012
- On 11 January 2012, Airtel launched Comedy FM on Airtel Mobile.¹
- On 23 January 2012, Airtel prepaid mobile recharge made easier with netbanking at www.airtel.in
- On 24 October 2012, Bharti Airtel's mobile user base in Africa crosses 60 million.

2013
- On 4 February 2013, Bharti Airtel launches its emergency alert service in eastern region.
Symbol & logo: The exclusive symbol of company is an interpretation of the ‘a’ in Airtel. The curved shape & the gentle highlights on the red color mark it warm & inviting, almost as if it were a living object. It represents a lively force of supreme energy that brings it and its customer closure. Red is part of its heritage. It is the color of energy & passion that expresses the dynamism that has made Airtel the success it is today, in India, and now on the global stage.

Airtel Mission To meet global Standards for telecom services that delight customers through:
- Innovative products and services.
- Empowers Employees
- Core Values
- Error-free service delivery
- Cost efficiency
- Empowering People- to do their best
- Being Flexible
- Openness and transparency
- Making it Happen- by striving to change the status quo, innovate
- Creating Positive Impact

Employee Engagement Practices In Airtel The most important drivers of growing and success for anybody are its people. The organization effort to develop and nurture engagement. Airtel is reflected to be the best in HR practices. Different practices that is detained by Airtel are mentioned below:-

Cross-functional teams in times of product or service launches. "Such teams typically constitute high performers from each department, who collectively make it
happen. These approaches help to Effectively communicate every department with each other.

*Communication forum, HR interface, open house, family group meetings* etc There is a communication forum, which facilitates direct interaction of the employees with the top management. They get to discuss issues related to performance, next directions, an update on the regulatory environment and the key initiatives for the period. The `open house' conducted between the departments and HR takes up different individual grievances. In family group meetings, each HOD conducts meetings with his direct reporters once a month, wherein issues other than those related to work are discussed.

*The HR Intranet* provides valuable information on HR policies, organizational structure, training calendar etc. With these initiatives, Airtel has won a special place in the Bharti group. The high quality of service and customer care is a reflection of constant improvement of the same.

*Employee friendly HR policies* have been put in place like family day at office, festival celebration, five day week etc. which amply reproduce the organizational concern for its people. Tie up with health service organization for periodic health checkup etc. are taken up by the orgnisations.

*Flexible compensation* is also provided by the company as performance linked incentive are added for enhancing the performance of the employees.

*Psychologist* are also hired to council the employees who need certain guidelines for making their life better.

*Different Camps* like eye check up, stress management are also organized on timely basis. Being on the Gallup Great Workplace Awards list and came to no surprise to the telecom major that has been working on all the criteria that the consulting company had stipulated in its employee engagement framework.

Bharti Airtel has gained the award for the second year in succession. This year, more than 40 organizations amongst 400 Gallup clients across the sphere qualified for the award; 23 organizations (including two from India) were finally awarded.
The **Gallup Great Workplace Award** is based on multiple criteria, including overall engagement levels, response rates and evidence of engagement impact on performance. The applicants’ results are compared across Gallup’s workplace research database comprising several thousands of work teams in more than 150 countries. A panel of workplace experts reviews each organisation’s portfolio in both quantitative and qualitative terms. Then a panel of workplace experts evaluates the award-winning organisation.

The award demands that participating companies explain in what way they have linked employee engagement to commercial outcomes. The review panel also insists that companies describe at least a couple of HR Best Practices followed in the organisation and provide one example of a tool, programme or process that has been created or used to increase or promote employee engagement in the organisation.

**STEP or Small Team Engagement Programme** develops the practical and people management skills of vertical heads by giving them challenging targets and leadership roles in cross-functional teams in order to prepare them as future business leaders. ‘Life’ helps families of employees come faster to one another and thus helps in building a ‘conducive’ work atmosphere, he says.

Another initiative took place in J&K area for a year now is **Joy@Workplace**. It has given significant consequences in driving people engagement. As a part of this initiative, all activities touching employees under the umbrella of engagement are structured and proactively circulated amongst the employees every month. This makes the workplace vibrant and engaged.
Tata is considered as a gem of our country India. Tata Group is an Indian Multinational company. It has head Quarter at Mumbai, India. Founded by Jamsetji Tata in 1868, Tata group comprises over 100 operating companies; with more than 100 countries spreading across six continents has market spread over 150 countries.

**Head of group**
- Jamsetji Tata (1868-1904)
- Dorabji Tata (1904–1932)
- Nowroji Saklatwala (1932–1938)
- Cyrus Pallonji Mistry (2012–Present)

TATA is basically known for its business ethics and good corporate citizenship. Sixty six percent of the equity of Tata Sons, the promoter holding company, is held by philanthropic trusts, thereby returning wealth to society. As a result of its ethos of serving the community the Tata name has been respected for more than 140 years and is trusted heavily.

The revenue of Tata companies all together was $103.27 billion (around Rs 624,757 crore) in 2013-14, with 67.2 percent of this coming from businesses outside. About 66% of the equity of Tata Sons is held by philanthropic trusts endowed by members of the Tata family. India Tata companies employee over 581470 people.
worldwide. TATA encompasses seven business sectors: communications and information technology, engineering, materials, services, energy, consumer products and chemicals.

The major Tata companies are

- Tata Steel,
- Tata Motors,
- Tata Consultancy Services (TCS),
- Tata Power, Tata Chemicals,
- Tata Global Beverages,
- Tata Teleservices,
- Titan Industries,
- Tata Communications and
- Taj Hotels

TATA is one of the leader in many field areas. Tata Steel is among the top 10 best steelmakers, Tata Chemicals is the world’s second-largest manufacturer of soda ash, Tata Communications is the world’s largest wholesale voice carrier, Tata Global Beverages is the second-largest player in tea in the world.

**Core Values of TATA**

Tata has been always known for its value driven business. These values continue to direct the progress and industry of Tata companies. The core values that drive TATA are as follows:
- **Integrity**: TATA is aimed to conduct business fairly with honesty and transparency. Everything that TATA do must stand the test of public scrutiny.

- **Understanding**: TATA stress on showing care, respect, humanity and compassion for the employees. TATA work for the benefit of communities that are served. TATA focus on showing respect, care, compassion and humanity.

- **Excellence**: TATA constantly strive to realise the highest possible standards in day-to-day work of company and in the quality of the goods and services that are provided.

- **Unity**: TATA always focus on working together with all employees, building strong relationship based on tolerance, understanding and mutual cooperation.

- **Responsibility**: We must continue to be responsible, sensitive to the countries, communities and environments in which we work, always ensuring that what comes from the people goes back to the people many times over.

**TATA GROUP IN COMMUNICATIONS**

TATA is really diversified organization. Many of its companies have achieved global leadership in their business. Communications is among the Tata Group's larger investments, with over $7.5 billion already committed. Tata Communications was named "Best Wholesale Carrier" at the World Communications Awards in 2006 and "Best Pan-Asian Wholesale Provider" at the 2006 and 2007 Global Wholesale Telecommunications Awards.

The Group's objective is to provide end-to-end telecommunications solutions for business and residential customers across the nation and internationally. The Group's communications activities are currently spread primarily over four companies-Tata Teleservices Limited, its associate Tata Teleservices (Maharashtra) Limited, Tata Communications (erstwhile VSNL) and Tata Sky. Together, these companies cover the full range of communications services, including:

- **Telephony Services**: Fixed and Mobile
- **Media & Entertainment Services**: Satellite TV
- **Data Services**: Leased Lines, Managed Data Networks, IP/MPLS VPN, Dial-up Internet, Wi-Fi and Broadband
- **Value-added Services**: Mobile and Broadband Content/Applications, Calling Cards, Net Telephony and Managed Services
**Infrastructure Services:** Submarine Cable Bandwidth, Terrestrial Fiber Network and Satellite Earth Stations and VSAT Connectivity TATA communications is the world's largest wholesale voice carrier. TCS is amongst the top 10 global IT services companies.

**Tata Teleservices**

Tata Teleservices (TTL) spearheads the Tata group’s presence in the telecom sector. Incorporated in 1996, TTL is the pioneer of the CDMA 1x technology platform in India. It has embarked on a growth path since the acquisition of Hughes Tele.com (India) [renamed Tata Teleservices (Maharashtra)] by the Tata group in 2002.

After a couple of years later, the company has launched significant services: CDMA mobile operations in January 2005 under the brand name Tata Indicom, market-defining wireless mobile broadband services under the brand name Tata Photon in 2008 and 2G GSM services under the brand name **Tata DOCOMO** in 2009.

Tata Teleservices Limited also has a significant existence in the 2G GSM space, through its joint venture with NTT DOCOMO of Japan, and offers differentiated products and services. Tata DOCOMO was formed after the strategic alliance of TATA Group with Japanese Telecom Major NTT DOCOMO in November. Tata DOCOMO received a pan-India license to operate GSM telecom services and rolled out GSM services in all the 18 telecom Circles where it received gamut from the Government of India in the quick span of just over a year.

Tata Teleservices Limited has also become the first Indian private telecom operator to begin 3G services in India under with the launch of services in November 2010 in all nine telecom Circles where the company trapped the 3G license. Tata Teleservices has a reach in more than 450,000 towns and villages across the country. The company in the recent past has won many awards. TTSL was named The Best Emerging Markets Carrier by Telecom Asia, and received 8 awards at the World HRD Conference, including 5th Best Employer in India.

Tata DOCOMO is an Indian cellular service provider on the GSM, CDMA and platform-arising out of the strategic joint venture between Tata Teleservices and NTT Docomo in November 2008. It is the country's sixth largest operator in terms of subscribers (including both GSM and CDMA).
TATA always keep its employees on the priority. It has always tried its best TCS has also kept its staff attrition low, which is key in the Indian IT services industry. Staff attrition was 11.3 percent in 2013 and the company added 9,751 employees during the quarter, taking the total to 300,464 in starting months of 2014.(Ref:http://www.pcworld.com/article/2144500/tata-revenue-profit-up-on-strong-outsourcing-demand.html)

The company has further plans to hire 55,000 employees 2014 of which 25,000 will be recruited at universities and colleges. The company will be offering raises to its staff ranging from 2 to 4 percent in developed markets to around 10 percent in India.

Tata Teleservices’ (TTSL) many HR interferences have earned it the distinction of being an employer of choice. There are many Practices followed in TATA Teleservices that hale in creating engaged employees.

In Tata Teleservices’ (TTSL) many HR intrusions have earned it the distinction of being an employer of choice. CN Nagakumar, CHRO, TTSL, trusts that his company’s commitment to employee engagement is what has earned it this award. The company’s HR practices include a strong HR model that talks about alignment, assignment, engagement, empowerment and pride of the workforce. There are many activities conducted in TATA so as to retain employees. They are Darpan which is an Employee Engagement Index and is an annual survey conducted to measure Employee Engagement. It also takes care of number of employees Hired and got benefited under affirmative action. This is an attempt to be an employee welcoming organization.

Internal communication effectiveness index is also conducted which measures the efficacy of communication initiatives across different twenty two circles, business lines an functions.

TATA Teleservices also got portal like Gyan Tarang which provides employees with training calendar and opportunities to register them for training in area they want to get trained. It gives employees a feeling of belongingness and a sense of self development along with fulfilment of organizational requirement.
Tata Teleservices Limited proved *equal opportunity* for people from different walks of life. Tata teleservices ensures that there is no discrimination on basis of caste, religion, social status, race. Some percentage is fixed from organization side for the employees belonging to backward classes or those who are having disability (They should be have required qualification, experience and skills). All recruitment that are done by organization is based on merit basis.

A *sexual Harassment committee* is present in different circles of organization which deals with any kind of issue that arises in relation to sexual harassment. This gives female employees a safer place to work with. Due to such a policy of organization and active role of this committee all employees have clear direction about code of conduct in organization and it tells male employees as how to behave with female employees in company.

An *ethics officer* is also appointed in each circle to address any ethical issue that may arises in organization. There is also one chief ethics officer who used to sit in corporate office. Every circle prepares an ethics report which is submitted every quarter to chief ethics officer.

*Reward and recognition policy* of the organization is yet another factor for higher engagement level in employees. Long Service Award on completion of five and 10 years of service are among the reward given to employees. It help employee to increase productivity by increasing their morale while working and provide motivation to perform better at work place.

In order to have *supporting and encouraging environment*, Tata Tele services focus on health and well being of its employees, Medical Insurance, Liberal Personal Accident Insurance Coverage etc.

*Special benefit plan* has been carved out for employees who are posted in remote geographies like the North East, Assam, Jammu and Kashmir.

*The Weavers initiative* includes sports and recreation activities for employees, cultural and sports activities for employees’ children, career counselling and corporate sustainability initiatives.
Figure-1.11: Employee Engagement Model in Tata Tele Services

Source: Ms. Deepti Sharma
Reliance is a very much diversified organization of India. It is India’s top private sector business houses in terms of net worth. Reliance Group is an offshoot of the group founded by Shri Dhirubhai H Ambani (1932-2002). It is having businesses that range from telecommunications to financial services (Reliance Capital) and even include power distribution.

Reliance Group's flagship company, Reliance Communications is India's leading and truly integrated telecommunications service supplier. The Company has a total customer base of above 118 million including over 2.6 million individual foreign retail customers. Reliance Communications corporate business includes over 39,000 Indian and different multinational corporations including small and medium enterprises and over 290 global, regional and domestic carters. The starting of Reliance goes to Mr. Dhiru Bhai Ambani. He was the India’s greatest wealth creator. Dhirubhai embarked on his initially business venture, he had a pit capital of barely US$ 300 (around Rs 14,000). Over the next three and a half decades, he transformed this fledgling enterprise into a Rs 60,000 crore giant—an attainment which earned Reliance a place on the global Fortune 500 list, the first ever Indian private company to do so.

Vision

To be amongst the top 3 most valued Indian companies by 2015 leading in providing Information, Communication and Entertainment services.

Mission: Excellence in Communication Arena

- To attain global best practices and become a world-class communication service provider - guided by its purpose to move towards greater degree of sophistication and maturity.
To work with vigour, dedication and innovation to achieve excellence in service, quality, reliability, safety and customer care as the ultimate goal.

To earn the trust and confidence of all stakeholders, exceeding their expectations and make the Company a respected household name.

To consistently achieve high growth with the highest levels of productivity.

To be a technology driven, efficient and financially sound organization.

To contribute towards community development and nation building.

To be a responsible corporate citizen nurturing human values and concern for Society, the environment and above all, the people.

To promote a work culture that fosters individual growth, team spirit and creativity to overcome challenges and attain goals.

To encourage ideas, talent and value systems.

To uphold the guiding principles of trust, integrity and transparency in all aspects of interactions and dealings.

**Employees are the Strength**

Reliance communication give high importance to its employees. Dhirubhai Ambani said that they bet on their people. Reliance Communications has always believe in hiring world-class talent and providing them support with organizational framework Reliance has already invested in 50,000 person training days and e-learning facilities. Reliance has also implemented several progressive and employee friendly HR practices in e–HR, Performance Management System,360 degree feedback and leadership development initiatives.

**Reliance and HR Practices for Employee Engagement**

The company has fun Fridays, monthly parties and celebrations, Festival celebrations different source of engagement practices for the employees. Reliance communication focus on employees. They have belief in developing the skills of employees. They rotate employees across different departments which will broaden its skills and explore their interest. Reliance has given lot of focus on Talent Management System to attract, promote and nurture them. Individual development plan provides a picture of employee past and current performance and even future potential. Training and career development initiatives are taken at utmost importance by the organization. Succession planning is also planned for key positions in the organization.
**Engagement Strategies:** A lot of strategies are planned up for employee engagement. All Friday evening are celebrated as ‘Fun Fridays’. They are celebrated with fun and frolic in office. All birthdays’, festivals and party are celebrated in the office so that employees feel attached to the organization.

**Rewards and recognition is regular feature of the organization:** There are paid International holidays for the employees, electronic gadgets are given to employees. The employees really get the feel of attachment towards the company. All the achievements are celebrated in the organization. There is a feeling of belongingness in the organization. Internal communication is very good and there is mutual sharing of problems and celebrations and achievement. Rewards like Monthly Champs are given to employees. There are also spot recognition of the employees which act as motivation for them. Employees stay on the organization is also celebrated. The employees who stay for long are awarded and appreciated.
The well-known Brand Vodafone came some time back in India in September 2007, after Vodafone Plc. Acquired a majority stake in Hutchinson Essar (May 2007). It started with 31 million customers and has now extended across the country over 22 telecom circles with over 180 million customers. The well know name Vodafone comes from voice data fone which is chosen by the company to reflect the provision of voice and data services over mobile phones. The number of employees in Vodafone India has about 92,812 in year 2014 (As per statistics) which was 83,862 in year 2011.

**Engaging Employees**

Vodafone is concentrating in developing employee engagement in the organization. There are several workshop organized for senior and middle level employees which helps them to develop their skills.

*Developing talent:* Vodafone focuses on developing employees talent by training and development. The company has invested around £60 million in training during 2011/12. There are proper discussion of employees and their managers regarding annual performance dialogue. Even the employees are developed in technology part. They are trained so that they can compete in the market and be innovative.

*Promoting diversity and inclusion:* With its operations around the world, Vodafone is an integrally diverse organization. Company encourages employees to passage across the Group to part skills and thinking that can help to build capability and expertise across different markets. The company was awarded for increasing diversity and inclusion in the company.

*Gender Balance:* The company gives focus to improve the gender balance in the organization by increasing the number of women in technology and management.
roles. Women represent a growing proportion of management positions. The attempt is made for making the desired ration of 50:50 in the organisation. Gender diversity and women on company boards has been the subject of political debate both at the local and European level. Vodafone also has partnership three international executive recruitment for increasing the number of women on board. Even they disclose their targets for gender diversity and even communicate progress against them. Many leadership workshop are organized to promote developing female leaders in the organization. The female in the organization are motivated for higher leadership position by mentoring programme. Even a forum is created by name as women in technology that offers coaching and career support for female engineers.

Age diversity

The company has wide variety of people with different age groups. The people ranges for age 20 to 39 covering about 75% of employees in the organization. As the employees belong to different age group, so the mentoring programme are designed accordingly.
1.6 DRIVERS OF EMPLOYEE ENGAGEMENT

Economic cycles have ups and downs. The way businesses react to these economic cycles predicts how well they succeed or perform in future. During uncertain times and undefined forecasts, many organizations have been less attentive on how to manage their talent and engage their employees, instead emphasizing on how to reduce costs by cutting salaries, bonuses, rewards and other involved costs. However, people have realized that while they may want to find short term solutions to cut costs, they must also identify longer-term talent management strategies to remain viable. Some people still think that employee engagement no longer has any relevance because their employees have less option and will stay with their organization because of their requirement for job security.

With the success of few corporates that have shown good performance results and better brand and employee preference due to their development of higher level of employee engagement, there has been remarkable change in the growth of the concept of employee engagement. Focus on employee engagement can aid organizations withstand, and possibly even blossom, in tough economic times. The Role of Engagement Important shifts in the global economy have enhanced the need for organizations to explore innovative ways to address new demographic, economical, and technological and marketplace realities. These shifts have also enforced companies to reevaluate costs linked with talent, necessitating a need to do more with less. The current scenario demands high workforce performance and organizational success in order to cope up with the changes.

Research has shown that employee engagement is powerfully linked to a range of business success factors such as: Employee performance, Productivity, Safety, Attendance and retention, Customer service and satisfaction, Customer loyalty and Profitability. As economy shifts frequently now from boon to recession, organization started to gaze into internal employee so that they can utilize the human asset to sustain the competitiveness in the industry. Engaged Employees are big source of competitive advantage which result in higher organizational performance and less employee turnover.

Employee Engagement is the degree to which employee commitment, both emotional and cerebral, exists relative to finishing the work, mission, and vision of the organization. Engagement can be seen as a sharp level of ownership where each employee wants to do their best as top get your organization benefited of their internal
and external customers, and for the great success of the organization as a whole. It’s important to know whether employees of that organization are engaged or not, this is possible through surveys which help in identifying areas for improvement within organizations. There are different drivers that drive level of engagement of employees. By managing the drivers, an organization can effectively manage engagement levels of its employees.

In India, career aspirations of people are high and even people work hard to earn more and more money for themselves and for their family. So organizations that are able to manage employees’ career aspirations and provide them with opportunities for growth and development will have a more engaged workforce. Employee engagement helps drive both individual and organizational performance. Companies with highly engaged employees discover it easier to interest top talent, has higher levels of employee efficiency and experience. As a result, the organizations typically achieve better financial performance than others in their industry. The employee engagement has really enhanced the productivity and profitability and reduced absenteeism. Hence Employee engagement has a broad impact on business outcome which is clearly defined by Gallup's study as below.

**EMPLOYEE ENGAGEMENT AFFECTS KEY BUSINESS OUTCOMES**

Work units in the top quartile in employee engagement out perform button-quartile units by 10% on customer ratings, 21% in productivity and 22% in profitability. Work unit in the top quartile also saw significantly low absenteeism (37%), turnover (25%) in high-turnover organizations, 65% in low-turnover organizations, and shrinkage (28%) and fewer safety incidents (48%), patient safety incidents (41%) and quality defects (41%).

![Figure-1.12: Employee Engagement Affects on Business Outcomes](source: GALLUP)
In today’s scenario, employees have positive attitude and are willing to listen to senior and are ready to obligate to and strive for business success. Senior in organization have a unique prospect to reach out and engage all employees more fully in driving business results. Seniors can influence key moments in the employee relationship to toughen both commitment and line of sight. They can foster the scenario of continuous engagement by crafting a clear direction, focusing the organization on the customer, rewarding employees for performance and communicating effectively regarding objectives, the customer and total rewards. When an organization offers good employment deal, live up to the deal after hiring and align that deal in market place then the engagement level of employees are more. High-engagement employees have more favorable attitudes about the employment deal.

Table-1.8: Organisation and Engagement

<table>
<thead>
<tr>
<th></th>
<th>High Engagement</th>
<th>Low Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Company has a reputation for providing a good employment deal</td>
<td>93%</td>
<td>12%</td>
</tr>
<tr>
<td>Company lives up to the deal after an employee is hired</td>
<td>92%</td>
<td>11%</td>
</tr>
<tr>
<td>Company aligns the deal with what the organization stands for in the marketplace</td>
<td>92%</td>
<td>12%</td>
</tr>
</tbody>
</table>


The driver for employee engagement differs with every industry as every organization is considered by its own unique structure, dynamics, policies and culture. The drivers for employee engagement will be different for each organization. Every organization has different requirement as how to increase employee engagement, the drivers for the same varies. Once the driver need to be identified and along with drivers there are many barriers also which provide a hindrance for proper implementation of employee engagement. Detection of those barriers to engagement and scheming the right solutions for the organization can act as boon for the same.

The first step towards employee engagement begins with finding out the level of engagement with present employees in an organization. Measuring such a phenomenon can be through surveys that too should be on regular time frame.
"Measurement is one thing, *what* you measure is another," says Jim Harter, Ph.D., Gallup's chief scientist of employee engagement and wellbeing. "You can measure a lot of things that have nothing to do with performance and that don't help a company implement a system that allows managers to create change."

Engaged workers are not born – they are made. The organization is distinctively positioned to make a substantial difference in the employee’s open effort. The vast majority of employees today are looking to make a difference in an organization that makes a difference in the world. It is up to the organization to help make this happen. There are different drivers for employee engagement that are mentioned by different research scholars.

**Tower Perrin** has defined ten different factors as drivers of employee engagement. He has focused on rational and emotional factors relating to work and overall work experience. The emotional factors link to people’s personal satisfaction and the sense of recognition and affirmation they get from the work and being getting associated with the organization. Tower Perrins identifies the following drivers of engagement in their order of importance:

- Senior management sincerely interested in employee well-being
- Ability to improve skills and capabilities
- Organization’s reputation for social responsibility
- Employees inputs into decision making
- Quick resolution of customer concerns
- Setting of high personal standards
- Excellent career advancement opportunities
- Challenging work assignments that broaden skills
- Good relationships with supervisors
- Organization encourages innovative thinking

**Watson Wyatt Worldwide** has identified four primary and secondary drivers of engagement. The four Primary drivers are:

- God leadership with strong strategic direction
- Career Development and advancement
- Encouragement of independent and innovative thinking
- Clear Link between performance and pay in an organization.
The secondary drivers of engagement are:

- Manageable Stress level
- Good Working environment with mutual respect for others
- Opportunities for team working

*Corporate Leadership Council* has also determined specific drivers for engagement. They gave focus on clarity with respect to organizational strategy and expectations with reference to work from employees, consider humanistic approach of caring emotions of employees, openness in working environment and with communication,

**Table-1.9: Corporate Leadership Council’s Engagement Drivers**

<table>
<thead>
<tr>
<th>Connection Between Work and Organizational Strategy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Importance of Job to Organizational Success</td>
</tr>
<tr>
<td>Understanding of How to Complete Work Projects</td>
</tr>
<tr>
<td>Internal Communication</td>
</tr>
<tr>
<td>Demonstrates Strong Commitment to Diversity</td>
</tr>
<tr>
<td>Demonstrates Honesty and Integrity</td>
</tr>
<tr>
<td>Reputation of Integrity</td>
</tr>
<tr>
<td>Adapts to Changing Circumstances</td>
</tr>
<tr>
<td>Clearly Articulates Organizational Goals</td>
</tr>
<tr>
<td>Possesses Job Skills</td>
</tr>
<tr>
<td>Sets Realistic Performance Expectations</td>
</tr>
<tr>
<td>Puts the Right People in the Right Roles at the Right Time</td>
</tr>
<tr>
<td>Helps Find Solutions to Problems</td>
</tr>
<tr>
<td>Breaks Down Projects into Manageable Components</td>
</tr>
<tr>
<td>Accepts Responsibility for Successes and Failures</td>
</tr>
<tr>
<td>Encourages and Manages Innovation</td>
</tr>
<tr>
<td>Accurately Evaluates Employee Potential</td>
</tr>
<tr>
<td>Respects Employees as Individuals</td>
</tr>
<tr>
<td>Demonstrates Passion to Succeed</td>
</tr>
<tr>
<td>Cares About Employees</td>
</tr>
</tbody>
</table>
- Has a Good Reputation Within the Organization
- Innovation
- Is Open to New Ideas
- Defends Direct Reports
- Analytical Thinking

Source: Corporate Leadership council, 2004

Melcrum has thrown light on how seniors leaders are important drivers than direct supervisor in small organization (34% vs 23%) but not in large ones (23% vs 25%). It has shared different perspective with reference to small and big organizations. The different drivers according to it are senior leadership, Direct supervisor, opportunity for career advancement, belief in company direction, people centric culture, Training and Development, formal internal communication, compensation and benefits, involvement in company decision and formal recognition.

Source: Malcrum Employee Engagement Survey 2008

**Figure-1.13: Drivers of Employee Engagement in Small and Large Organisation**
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