Chapter-2

Research Methodology

2.1 Objective of Research
2.2 Hypothesis
2.3 Research Design
2.4 Sample Frame Work
2.5 Data Collection
2.6 Data Analyses
2.7 Limitations of the Research
2.8 Review of Literature
CHAPTER 2
RESEARCH METHODOLOGY

This chapter focuses on the important aspects of methodology used for conducting this Research. The initial part highlights the important concepts & facts studied from important areas associated with the concepts of employee engagement and telecom industry. As a beginning of any research is based on the need & importance of study and this chapter highlights the need and importance of conducting this research. It also highlights the framework of research with the objectives of Research and the hypotheses. Also, highlights the structure of Research with introduction to sampling units and the techniques used for conducting this research.

RATIONALE OF STUDY
Telecom industry is supporting our country a lot by employing large number of employees. Rajasthan has many people who are working with telecom industries. This sector is helping this state for developing it as economic growth. Where attrition rate is quite high in this sector, there is dire need to carve such policies and practices which will help to stop the growing attrition rate. The basic purpose of the research is to find out engagement level in employees of telecom companies as their level will decide the success of any organization. Also the study will be an attempt to find out how to engage more and more employees for their organization.

2.1 OBJECTIVES

Main Objective:
To analyze the employee engagement level in Telecom industry (Both Public sector and private sector) and its effect on Development of the state.

Key Objectives underlying it:
a) To identify the variables affecting employee engagement in public and private sector telecom industry.
b) To identify level of employee engagement in telecom industry.
c) To analyze the impact of demographic profile of employees on employee engagement.
d) To analyse whether there is any difference in engagement level in Public or private telecom industry.
2.2 HYPOTHESES

- **H$_{01}$** – There is no significant difference in employee engagement in employees of Public and private sector Telecom Industry.

- **H$_{A1}$** – There is high significant difference in employee engagement in Public and Private sector Telecom Industry.

- **H$_{02}$** – There is no significant difference of demographic profile on employee engagement in public and private telecom industry.

- **H$_{A2}$** – There is significant difference of demographic profile on employee engagement in public and private telecom industry.

2.3 RESEARCH DESIGN

The research approach will be through survey and data collection and analyses of the same.

2.4 SAMPLE FRAME WORK

The sample frame work will be explorative and descriptive. The sampling method will be convenient sampling technique. Sampling units mainly comprised of the private and public sector companies in the field of telecom industries in Rajasthan. Sample was taken from both the categories. Total sample of 250 was taken into study by purposive sampling out of which 121 were from Public sector organization i.e BSNL and rest 129 was from private telecom industries. As Rajasthan is divided into seven district, so for the study I have taken three district of Rajasthan where major telecom companies have role. They are Jaipur, Udaipur and Kota. The area covered will be different Telecomm Companies in Jaipur, Udaipur and Kota. The sample size will be 250.

2.5 DATA COLLECTION

For this research the method for data collection will be through Questionnaire. For the research the sources will be both primary and secondary data that will be collection as per the requirement of the research. This section elaborates on the adoption of the qualitative method to explore an employee’s work experience by the administration of a structured questionnaire. Employees’ interpretations of their experiences at work should provide the rich form of data that is relevant for this research. The qualitative approach complements the quantitative insofar as it allows for in-depth insights into the process through which associations involving employee
engagement emerge. The aim of the qualitative component of this research is to answer the research objectives, which were introduced in this Chapter. Primary data through Interviews, questionnaire and secondary data through HR Manual, documents text books on HR practices and HR Policies were used.

2.6 DATA ANALYSIS

Measurement Devices

The study was based mainly upon the Primary data which was receives through filling up of questionnaire and information also collected from secondary sources namely- books, newspapers, trade journals, industry portals industry news and developments, and through access to various sites. Primary data was collected through questionnaire which was based on structured questions. It has close ended questions.

Procedure

The questionnaire developed for fulfilling the purpose of the study was administered on the sample taken into account. The scoring of the data obtained was done and relevant statistical analysis was applied in order to deduce the results. The results obtained were arranged into tabular form and interpretation of the results was done accordingly.

Controls

1. It was made sure that the place where the test was administered was quiet and peaceful.
2. The sociodemographic data of the subject was note down carefully.
3. Good rapport was established with the individuals giving the interview.
4. No information of the particular person was provided to anyone in the company.

Pilot Study

A pilot study was conducted in mid-January 2013 involving 24 employees from the Telecom sector. In accordance with Churchill’s (1979) recommendation, refinement of the scale requires the computing of reliability coefficients (Cronbach’s alphas). The Cronbach’s alpha for all questions under each criterion must be above 0.70, indicating that the questions deal with the same underlying construct (Spector 1992). The Cronbach’s alphas were computed for all the variables as well as the dimensions in
the variables to ascertain the extent to which the items making up each dimension and the variables had a common aspect. The reliability analysis ranged to 0.801.

**Tools and Techniques:** The data will be analyzed on the basis of the questionnaire which is filled by the employees of the organization and t test will be applies for the same. In most of the research *pie chart, bar graph* etc. and also *T test* is used to interpret data. *MS Excel, SPSS* data management systems were used to analyze the data.

The questionnaire was administered to 250 respondents from three districts as mentioned above (Jaipur, Udaipur, Kota). While responding to the instrument (Part II of the questionnaire), the respondents were asked to fill the questionnaire. 24 different variables were included in the questionnaire. Employees who gave answer close to attribute which shows high level of engagement were pointed as 4 (Highly Engaged), 3 (Not engaged), 2 (Disengaged) and 1 (highly disengaged).

**Empirical Analysis**

The numerical scores (4- HE to 1-HDE) assigned were considered as weights of the satisfaction and a Weighted Average Score (WAS) for each aspect was calculated in order to know the aspects contributing towards satisfaction or dissatisfaction of customers.

**Reliability Test**

*Data reliability* denotes to the accuracy and completeness of data, given the intended purposes for use. Reliability does not mean that data is error free. Data is considered reliable when it is:

**CONSISTENT** – Data was obtained and used in a manner that is clear and well defined enough to yield similar results in similar analyses.

**COMPLETE** – Includes all of the data elements and records needed for the engagement. A *data element* is a unit of information with definable parameters

**CORRECT** – The data set reflects the data entered at the source (or if available source documents) and/or properly represents the intended (i.e. calculated) results.

**UNALTERED** – Data reflects source and has not been tampered with.
It means that any errors found were within a tolerable range. Internal consistency is usually measured with Cronbach's alpha. It is calculated from the pairwise correlations between items. Internal consistency will range between negative infinity and one and will be a measure of internal consistency ("reliability").

<table>
<thead>
<tr>
<th>Cronbach's Alpha</th>
<th>Internal Consistency</th>
</tr>
</thead>
<tbody>
<tr>
<td>$\alpha \geq 0.9$</td>
<td>Excellent</td>
</tr>
<tr>
<td>$0.9 &gt; \alpha \geq 0.8$</td>
<td>Good</td>
</tr>
<tr>
<td>$0.8 &gt; \alpha \geq 0.7$</td>
<td>Acceptable</td>
</tr>
<tr>
<td>$0.7 &gt; \alpha \geq 0.6$</td>
<td>Questionable</td>
</tr>
<tr>
<td>$0.6 &gt; \alpha \geq 0.5$</td>
<td>Poor</td>
</tr>
<tr>
<td>$0.5 &gt; \alpha$</td>
<td>Unacceptable</td>
</tr>
</tbody>
</table>

The academic value of alpha varies from zero to 1, as it is the ratio of two variances. However, depending on the approximation procedure used, estimates of alpha can have any value less than or equal to 1, including negative values, though only positive values make sense. Advanced values of alpha are more desirable. Some professionals, require a reliability of 0.70 or higher (obtained on a substantial sample) before they will use an instrument. Cronbach's alpha will generally surge as the intercorrelations among test items increase, and is thus known as an internal consistency estimation of reliability of test scores. Because inter correlations among test items are maximized when all items measure the same construct, Cronbach's alpha is widely supposed to indirectly indicate the degree to which a set of items measures a single unidimensional latent construct.

**Correlation:**

Correlation is a statistical method that can show whether and how strongly pairs of variables are related. The main result of a correlation is called the correlation coefficient (or "r"). It ranges from -1.0 to +1.0. The closer $r$ is to +1 or -1, the more closely the two variables are related. If $r$ is close to 0, it means there is no relationship between the variables. If $r$ is positive, it means that as one variable gets larger the other gets larger. If $r$ is negative it means that as one gets larger, the other gets smaller.
(often called an "inverse" correlation). If the alteration in one variable brings about a change in the further variable, they are said to be correlated.

**Spearman's Rank Correlation Coefficient** is symbolized as $\varrho_s$ for a population parameter and as $r_s$ for a sample statistic. It is appropriate when one or both variables are skewed or ordinal and is robust when extreme values are present. Spearman Rank Correlation Coefficient attempts to assess the bond between ranks without making any assumptions about the nature of their relationship.

In general,
- $r_s > 0$ infers positive agreement among ranks
- $r_s < 0$ infers negative agreement (or agreement in the reverse direction)
- $r_s = 0$ infers no agreement
- $r_s$ = corelation coefficient

Closer $r_s$ is to 1, better is the agreement while $r_s$ nearer to -1 indicates strong agreement in the reverse direction. It’s a non-parametric measure of correlation.

**T test:**

The t-test is probably the most commonly used Statistical Data Analysis procedure for hypothesis testing. The t-test is a parametric statistic and perhaps one of the simplest analyses used in thesis research. Actually, there are several kinds of t-tests, but the maximum used is the "two-sample t-test" also known as the "Student's t-test" or the "independent samples t-test.

**SPSS:**

SPSS Statistics is a software package used for statistical analysis. Statistics included in the base software:
- Descriptive statistics: Cross tabulation, Frequencies, Descriptive, Explore, Descriptive Ratio Statistics
- Bivariate statistics: Means, t-test, ANOVA, Correlation (bivariate, partial, distances), Nonparametric tests
- Prediction for numerical outcomes: Linear regression
- Prediction for identifying groups: Factor analysis
SPSS 16 software is used for analysing data, reliability test, descriptive analysis, t test, correlation etc have been used for this research.

2.7 LIMITATIONS OF THE RESEARCH

1. Owing to constraints of time, resources and nature of the study, the sample achieved was not sufficiently sizable which turned out to be problematic at the time of analysis.

2. The aim of the study was to analyze public and private telecom industry in Rajasthan, with the engagement level of employees there. Employee were asked to fill questionnaire to get the information from them. However this was a delicate issue as many respondents would not comment about their organization policies and systems as they were scared to revel the reality.

3. In a comparative study for public and private sector telecom industry, Rajasthan has only one public sector i.e. BSNL. This is again a limitation as we have got only one public sector to study for research.

4. The numbers of female were comparatively less than male in respective organization. This is again one of the limitation for the research.

5. The research work limits itself to state of Rajasthan only. Different states have different socio-cultural environment.

6. Employees do not like filling such questionnaire for research as they were busy in their job. Some were reluctant for filling questionnaire and they just rushed up for filling information in hurry.

7. Barrier of language also had interplay with smooth execution of the study. Since the area of study was also included sample from different backgrounds, the questions had to be put up in local dialects, which was again a potential source of inaccuracy.

2.8 REVIEW OF LITERATURE

Latha Suresh, V.S. Manivannan, Dr. R. Krishnaraj (2015) revealed that Employee Engagement is the latest catchphrase in most of the organizations. Though it is not a new concept its responses have not been overwhelming. Employee Engagement is at its topmost when both the employer and employees are satisfied with their work environment and the organizational benefits. They both tend to be better workers and show interest in their jobs. It is a mutual or win-win beneficial
Research Methodology

relationship. The employees are emotionally attached to their organization and extremely involved in their job with a great enthusiasm. It is built on concepts such as job satisfaction, employee commitment and organizational behaviour. Organisations can work on certain aspects for improving employee engagement like having clear expectations and regular communication are the pillars to proper engagement. Employees need to be empowered. HR should conduct proper Exit Interviews. Whenever employees leave the organization. It is important to try and figure out the reason as to why they are leaving. This will help avoid more team members from jumping ships. Exit interviews can be tough to get to know the truth and it is critical at that point to ask how they can be helped. Another aspect is to develop incentive plan or reward and recognition for promoting employee engagement.

Jenny Merry (2014) emphasized that changing environment has an impact on employee engagement and turbulent economic conditions like recession has contributed negatively impact on day-to-day morale and well-being of an employee and therefore employee engagement remains a top priority for senior management across organizations. Engaging the right employees in establishing the right behaviors is a critical feature for companies looking to raise performance standard in today’s challenging environment conditions. For employee engagement there should be matching of expectation from employee and from organizations point of view. The engaged employee will say positive bout organization and colleagues, Stay with strong desire to be associated with organization, and will strive for organizations success. Though the number of engaged employees has raised but still its not 100%. There are some key areas to focus on so that as to make a difference in organizations with high levels of engagement. It is the role of HR professional as to ensure that organizations keep focused on certain aspects of the work environment that can make the biggest difference to employee engagement and business performance.
Patrick, H. A., & Bhat, V. A. (2014) has revealed that organizations expect from employees to be proactive, initiative attitude and responsibility for personal development. There are various variables that lead to optimal employee performance like critical psychological states, work engagement and personal outcome. The main predictor of engagement is the intent to stay.

Few top drivers for employee engagement clarity regarding organisational priorities, feedback, opportunities to use skills and career development. Self-confidence for putting right effort for making success about challenging task, making positive outlook and most important hope for success drives for employee engagement. Telecom companies should take appropriate strategies for redesigning the job so that employee engagement can be build upon.
Ms. Rashmi Ghamawala, Ms. Rakhi Thakkar, Dr. Trupti S. Almoula (2014) shared that organizations can win market but prior to that they are suppose to capture the heart of employees working in organization. Public and private sector organization are very different in their culture and approach towards business. The employee orientation is also quite different for the two. Public sector organization factors are open communication, loyalty, equitability and sharing knowledge and private sector includes interpersonal orientation, loyalty and open communication. Public sector employees do not generally compete which is quite opposite to private sector employees. Performance is taken more seriously in private sector rather than private sector. The employees have different requirement in public and private sector and so the strategies for engagement should be prepared accordingly.

Mr Ruchir Sharma and Dr Ashu Sharma (2014) suggested that employees now belongs from different city and states and they require different holidays as per their customs and rituals. Now organisations should give more focus on giving flexi festival holidays to their employees. This will help them to be more engaged to their organizations. As the concept of Flexi time has been accepted by the organizations, concept of flexi holidays should also be accommodated as it will help to move towards employee engagement.

Dr. Samuel Obino Mokaya and Maureen Jerotich Kipyegon, (2014) suggested that employee engagement act as tool for getting competitive advantage. Employee engagement can measure company’s vigour and orientation towards superior performance. Organizations should provide all the resources and practices that facilitate the satisfaction of employees and help them moving towards employee
engagement. Employee comfort results in higher productivity. Engaged employees show more loyalty, trust, commitment for the organization and so are more valuable. Employee engagement is really influenced by Performance Management, Personal development and growth, Workplace recreation and remuneration package. Among all, remuneration is greater contributor to employee engagement.

Anita Singh, Rinku Sanjeev (2013) stated that there is a huge difference between public and private sector. In Public sector the tolerance for low performance is more, the salary of the employees are gradually increased by DA and annual increment. Whereas in a private sector, the employees really struggle to get salary hike by showing better performance. Compensation in private depends much on negotiation and performance in an organization. Apart from salary there are other aspects which are also required for getting the employees involved with their jobs or to keep them engaged. The other important factor are job content, cooperation, recognition, encouragement, development opportunities etc which help in engaging employees. Attempts are really required for Management people in an organization for keeping employees happy. Building such happy environment is challenging and mandate task for the organization.

Bindiya Sandip Soni (March 2013) stated that engagement is often a combination of commitment and intention to remain with the organization with willingness to go above job requirement. Due to technological changes, the workplace has become more diverse, Diverse workforce and changes working culture in todays scenario has made employee engagement a necessary aspect of organisations to sustain its market place. After 1990,

According to work schedules are not fixed due to change in work patterns. There is need for work life balance to be managed by the employees and organization policies require being changes as per scenario of market with flexible working hours, work from home etc. Organisations are giving focus on employee engagement. They have accepted that respect, trust, fairness and credibility are the basis where employees can be linked up with management people.
The key drivers for employee engagement are Trust & integrity, Nature of the job, Line of sight between employee performance and company performance, clear career path and growth, Pride about the company, Coworkers / team members – relationship.

Organisations have really started putting efforts to get employee involved with the management and with organization. At Bharti Airtel Ltd, the new joiners & the best performers for the month are pleased with a special dinner / lunch with their Chief Operations Officer. Aditya Birla group regularly find out engagement level of employees at regular interval. They provide a platform for employees where every employee has freedom to express their views. They also reward for outstanding achievement for employee contributions. In Godrej, the Company's slogan is 'take yourself lightly and take your job and your responsibilities seriously'. They believe real fun at work implies that 'Work itself is fun'.

Anita Singh1 and Rinku Sanjeev (2013) states that in public sector the tolerance for low performance is low and salary got incremented on yearly basis's guaranteed annual increment system and DA is there. With such an advantage, employee engagement can lead to better results and performance. Employee engagement can help organizations to deal with recession and also develop trust among employees. In general, the employees from public sector are more content with their job characteristics, but are knowingly less satisfied with key drivers of employee engagement compared to the private sector. PSU has to take measures to create an engaged culture and make efforts to ensure employee is happy to go to office, enjoy the work, boss and environment, colleagues because these factors act like glue and bind the people with the organization.

Mamta Mohapatra, Baldev R. Sharma (2013) has thrown light on various work done in field of employee engagement. Gallup has worked on employee engagement. He devised 12 questions for measuring employee engagement, which is called Gallup Workplace Audit (GWA). Five of these items measure job characteristics, five are about supervision or leadership, while the remaining two items are about fellow workers. Hewitt Associates use a six-item measure of engagement that deals with the three Ss: Say, Stay and Strive. Employee engagement is basically influenced by personal and situational factors. Three factors, pay, job content and objectivity are found to be the predictors of employee engagement. Though there are many factors that contribute
as driver of employee engagement but forecasters of employee engagement are highly organization-specific.

Catherine Truss, Amanda Shantz, Emma Soane, Kerstin Alfes and Rick Delbridge (2013) told that the development of mainstream human resource management (HRM) theory has long been concerned with how people management can improve performance outcomes. It is only very recently that interest has been shown in the parallel stream of research on the link between employee engagement and performance. They are trying for bringing the two collected to suggest that engagement may constitute the device through which HRM practices impact individual and organisational performance. HRM can be really helpful for enhancing employee engagement and reducing disengaged employees. However, engagement has emerged as a contested construct, whose meaning is susceptible to ‘fixing, shrinking, stretching and bending’. It has furthermore not yet been scrutinised from a critical HRM perspective, nor have the societal and contextual implications of engagement within the domain of HRM been considered.

Aakanksha Kataria, Pooja Garg, Renu Rastogi (2013) has worked on studying the relationship of employee engagement, OCB, and organizational effectiveness. The continuance of employee engagement goes outside the traditional notions of job satisfaction, organizational commitment, job involvement etc. Engagement involves the active use of emotional, cognitive, and behavioral energies at workplace while working in coherence with the organization’s objectives and strategies. With the review of the relevant literature suggested that presence of OCB enhances the relationships between employee engagement and organizational effectiveness. Hence the individuals with advanced levels of engagement are more likely to exhibit OCB - in ways that would be expected to move towards engagement. It is found that, it would be more appropriate for the organizations to take the account for psychological processes of positive psychological climate and effective performance management systems conducive to the maintenance and development of high levels of employee engagement which may have promising organizational outcomes.

Aakanksha Kataria, Pooja Garg and Renu Rastogi (2013) stated that the management of IT professionals has progressively become important in the face of competing contemporary realities of business environment, as organizations always
seek to augment their emotional attachment with work and achieve organizational effectiveness. The study explored the role of psychological climate as an engagement enhancing strategy directed towards efficaciously culminating organizational effectiveness. The answers suggest that the safe and meaningful working environments (supportive management, self-expression, role-clarity, job challenge, recognition, and contribution) are positively related to work engagement, which in turn is positively related to organizational effectiveness. Organizational environments, which consist of the above-mentioned climate considerations, are more likely to enhance organizational effectiveness, because of employees experience higher work engagement. They gave emphasis on the significance of climate factors that may impact organizational effectiveness and explores the mediating role of work engagement for psychological climate and organizational effectiveness in the IT context. The findings has shown that work engagement fully mediates the relationship between psychological climate and organizational effectiveness in the IT context, suggesting that employees’ engagement with their work play a significant role in shaping the effectiveness of their organization.

Aakanksha Kataria, Renu Rastogi, arú Pooja Garg (2012) gave emphasis on finding the associations between employee engagement and perceived organizational effectiveness. It can be seen from research that there is a positive and significant contribution of employee engagement towards organizational effectiveness. An 8-item scale developed by Mott (1972) was used to measure various aspects of organizational effectiveness. The scale has three sub-scales: (a) productivity; (b) adaptability; and (c) flexibility. The investigation adds to the theoretical development of the nascent construct 'employee engagement' with a new contribution to establishing its association with organizational effectiveness. It is settled that engaged employees being enthusiastic about their work, enthusiastic completely to find meaning in their work and are profoundly engrossed to put forth their positive energy and mental efforts towards the attainment of organizational goals.

Pedro Torrente1, Marisa Salanova1, Susana Llorens1 and Wilmar B. Schaufeli (2012) told that there is a big the relevance of endorsing a coordination, supportive team climate, and team working in order to build more dedicated, vigorous, and absorbed teams, which in turn will enhance their performance at work. Promoting a
climate of safety and rewarding positive criticism as well as allocating with interpersonal glitches in such a way that the manager is perceived as very caring for his/her subordinates that will help in fostering a supportive team climate. Coordination can be improvised by the usage of appropriate channel of communication among team members. This will make easier for the team to accomplish its goals and also avoid the stress which is again a reason for poor team performance. It has been found that team work will lead to team engagement which will ultimately the reason for better team performance and so for the organization as well.

Rajnish Ratna (2012) emphasized that attrition rate is quite high in telecom industry. It is a big challenge for the organisations to retain employees. Companies are now focusing on developing new strategies for retention. They are focusing on changing the internal environment that will help to retain employees. New plans have to be carved out for the satisfaction of employees and for their motivation which enhances their commitment towards organization. Training development, compensation, rewards and recognition are few factors that matter a lot. Many strategies have been carved out like: Employee communication forum where there is open communication between employees and employers (discussion about problem etc), Appreciation card programme, participation in Management, ESOP, Birthday bashes etc. There are many practices carried out for the employees but all employees are not aware of the policies. Even in organizations many things are mostly on paper. They need to be proper implemented in organizations.

Maryana Sakovska (2012) emphasized that satisfied employees are no longer enough to compete in todays scenario for business entities. Employees need to be inspired so that they go to apply their full potential at job. Employers expect that employees should show their enthusiasm and have aptitude to work by taking initiative at work.

Even employees should take their own responsibility for self-development. Organisations want employees to be engaged. Even Employee engagement is a tool for getting competitive advantage. Temkin 2012 has said that small organisations employees are more engaged rather than big organizations. There is big difference between employee engagement and organization commitment behavior. Employee engagement is more non voluntary role performance whereas OCB is more voluntary in nature. Engaged employee believes in organisation and they work actively to make
things better and treats with respect. Engaged employees are happy and so blessed with good health. Engaged employee share happiness with others and there is mutual sharing of engagement. These employees have ability to mobilize resources at best. For an organization, leaders pay an important role in engagement as employees use to follow their leaders. The authentic leaders are transparent and create positive psychological environment. This helps to develop trust of employees toward organization and towards management. Stated that Public Sector Undertaking(PSU) is more complex as compared to privates sector companies.

**Dr.P. Amirtha Gowri and Dr.M. Mariammal (2012)** stated that commitment, job satisfaction and salary and benefit are really more important for both public and private sector for getting the employees engaged. Commitment has direct relationship with the demographic factor in public and private organization. There are many factors that are equally important for both public and private firms for engagement of the employees.

**Chandrasekar, K. (2011).** The workplace environment in organisation impacts productivity, employee morale, and engagement (positively and negatively). The work home environment in most of the companies are unsafe and unhealthy. They may include poorly designed workstations, excessive noise, unsuitable furniture, lack of ventilation, inappropriate lighting, insufficient safety measures in fire emergencies and lack of personal protective equipment. People working in such environment come across many of the disease and it also affects on employee’s performance. Thus productivity and efficiency is decreased due to the poor workplace environment. Creating a good work environment in which employees are efficient and productive so as to increase profits for the organization, corporation or small business. The relationship between the workplace, work and the tools of work becomes an integral part of work itself. It is the role of the management to develop such environment where every employee can grow and develop and efficiency can be improved.

**Arnold B. Bakker(2011)** told that employees who are engaged in their work are fully connected with their work roles. They are overflowing with energy, dedicated to their work, and immersed in their work activities. Engaged workers have more open attitude to new information, more productive, and more willing to go the extra mile. Moreover, engaged workers proactively alteration their work environment in order to
stay engaged. Engaged employees were most probable to increase their job incomes-for example, by asking for criticism from their manager and activating their social network. Additionally, engaged employees were most possible to increase their own job demands in order to create a more interesting work environment. For example, they were most possible to start new projects. Work engagement is forecast by job resources and personal resources and leads to advanced job performance. Thus, work engagement is a vital indicator of work-related well-being for both employees and organizations.

Azka Ghafoor*, Tahir Masood Qureshi, M. Aslam Khan and Syed Tahir Hijazi (2011), gave emphasis that as the employees are engaged in their work tasks they will develop more confidence and sense of belongingness. This outcome of employee engagement give strength for their sense ownership. When employees take work and organization as their own possession, there is gradual increase in sense of responsibility and commitment. This commitment is a source of increase in individual performance of employee. Transformational leadership style improves employee engagement in the work setting and also responsible for reducing the stress level in employees. If the employees have much stress than their efficiency decrease and so the performance. When stress level reduces the performance increases of employees. Once the employees feel themselves a part of the organization, their self-identity with organization increases. Both transformational leadership style and employee engagement practices develop a sense of ownership in employees. They feel accountable for their actions, develop Confidence in their abilities, sense of self-identity and sense of belongingness to their work and organization.

Nanda Ramanujan (2010) shared that fostering employee engagement is the ability to guide individuals and teams to their highest level of collaboration, innovation, and effectiveness. Employees are most effective at work when their strongest personal traits are engaged. They also need to discover their most favorable ways of functioning at workplace. Another critical factor, subordinate-supervisor relationship, is also linked to employee development. Employees become more engaged when expectations between employees and employers are aligned, this balance is often found through the creation of an employee value proposition. An employee value proposition is the mutual expectations and promises that are agreed on from both the sides. Ability to effectively cope with stress is another important factor. There are
some assessments that can help managers to understand the abilities of their employees, their preferred work style, and how to motivate and how to develop their potentials. There can be certain strategies for getting employees engaged, like to conduct periodic meetings with employees to communicate good news, challenges, and easy-to-understand company financial information. Managers and supervisors should be comfortable communicating with their staff, and able to give and receive constructive feedback. Indulge in employee re-deployment if he feels he is not on the right job. Provide an open environment., Communicate openly and clearly about what’s expected of employees at every level - your vision, priorities, success measures, Get to know the employees’ interests, goals, their stress factors, show an interest in their well-being, and do what it takes to enable them to feel more fulfilled and better balanced in work and life.

Helena Cooper Thomas (2010) revealed that organizations desire to have engaged employees, and spend huge resources to measure and improve employee engagement. There is a relationship between task oriented behavior, relationship oriented behavior and leadership. Theoretically, leadership is a key ancestor of engagement. There are various elements that effects engagement as team support, performance and integrity. It is evident that supports team was the strongest Interpreter of engagement.

Both task-oriented and relationship-oriented behaviors should be positively associated with employee engagement. A leader has to work for team performance and ongoing development, including aiding team members develop their potential, promoting team pride, and encouraging a superior customer service role, active problem solving, and good management of time and priorities, high stands of ethics and honesty, as well as good interpersonal skills. Leaders who act in ways that support and develop team members can expect to have team members who show higher levels of engagement. It is very much evident evident that leadership behaviors (supports team, performs effectively, and displays integrity) are absolutely associated with employee engagement, with leadership behaviors emphases on supporting and developing the team being the strongest unique predictor of engagement among followers. Holding a leadership position was also associated with higher engagement level for employees. There is a strong link between the behavior of leaders and the willingness of employees under their guidance to fully engage in their work roles.
M. Sandhya Sridevi (2010) stated employee engagement has ground of employee commitment, job satisfaction and Organizational citizenship behavior. Employee engagement is responsible for positive organizational performance and develops good relationship between employer and employee. There are various drivers of employee engagement. Organizations that give worth to their employees well-being, two way communication and ample opportunities of growth are the major drivers of employee engagement. If the number of disengaged employees are more than organization suffer from less productivity and low turnover. From Management’s Point of view, engagement decision should be viewed from both its profits and its linked costs, without any favoritism the decision makers. Engagement percolated for top to bottom. Its also begins from day one when an employee joins an organization. If top officials in an organizations have right attitude towards its employees than growth is not far for that organization. Right culture needs to be developed in an organization. Employees should be provided with all resources for getting the work done, Non monitory benefits. and if it is combined with two way communication between the employers and employees then it acts as miracle for the company.

Les Wallace and Jim Trinka (2009) insisted that during the downturn to improve productivity without outrageous effort and investment, organization can certainly carry on activities that will help in employee engagement which will lead to improve productivity. Engaged employees results in better productivity and reduce attrition rate in an organization. Disengaged employees are the source of adding the cost to the organization, which in turn a loss for the organization. One of the biggest thing for engagement for the employee is the work itself. The manager has big role to design work in such a manner that benefits organization and employee both. Providing employees with appropriate training or coaching will still help in getting employees engaged.

Arnold B. Bakker (2009) Many of today’s organizations compete and try to survive on the basis of cutting prices and costs through redesigning business processes and downsizing the number of employees. Since there is a limit to cutting prices and downsizing, —New thinking and new approaches have become necessary for organizations to survive and to create sustainable growth and development. (Luthans, Norman, Avolio & Avey, in press; see also, Bakker & Schaufeli, 2008). This chapter proposes such a new approach: building engagement. I will argue and show that engagement can make a true difference and offers competitive advantage to organizations.
The studies discussed so far used a between-person design and cannot explain why engaged employees sometimes show below average or poor performance. Even engaged employees may have their off-days, and researchers have therefore begun to examine daily changes in work engagement. An important advantage of diary research is that it relies less on retrospective recall than regular surveys, since the questions relate to individuals’ perceptions and feelings on a certain day. Additionally, daily changes in work engagement within persons can be causally related to daily changes in performance. I hope that this overview encourages researchers to examine the validity of the work engagement model in various occupational groups and in different countries. In addition, future research should test whether the Work Engagement Monitor is effective in helping employees to cope with their demands, mobilize their resources, stay healthy, and perform well. More than just considering employees as a means to the desired end of higher performance, positive organizational behavior approaches must also include the pursuit of employee happiness, health, and engagement as viable goals or ends in themselves (cf. Wright, 2003).

Srivastava, P., & Bhatnagar, J. (2008) has thrown some light in context of talent management an important element for organization and its relation to employee engagement. By focusing on recruitment and culture in organization, an environment can be created at the office where employees touch more passionate regarding their work and also display the nature or behave that drive for better results in an organization. Organizations should try to put efforts to make effective, talent strategies that will help to attract talent and also address employee engagement. The two things are interrelated i.e talent management and employee engagement. In order to manage talent, employee engagement strategies need to be build up. On other hand, if organisations focus on employee engagement, talent can be retained within the organisation.

Arnold B. Bakker (2008) insisted that engagement is predicted by job resources, is related to personal resources and which will leads for higher job performance. Work engagement is an vital indicator of occupational comfort for both employees and organizations. It’s the role of HR people to look after managing couple of work for activating work engagement among their employees. Work engagement will leads to favorable outcomes by getting acumen in the processes that it initiates or is involved
in. It is very clear that goal oriented behavior is facilitated when people are engaged in their work and have right motivation to do so. Individuals will take their own responsibility for their work if organization takes care of their lifestyle by giving certain flexibility. Promoting engagement in the work can prove to be a saving experience, giving choice and control to the individual – but persons have to support themselves with the right skills and attitudes that will organization to get great success.

**Theresa M. Welbourne (2007)** told that earlier employees were very committed to their jobs but after 1980, there has been change in organizations contract with employees. As environment changes, many people has been layoff due to different requirement. Since then orientation of employees changed. As employees were layed off, they felt that their loyalty was no longer awarded. Employee engagement relevance is felt and taken as strategy to retain employees and reduce attrition rate. Role based performance model was also suggested as key for employee engagement. The model has identifies five key roles that employee occupy at work: Core job holder, innovator role as coming up with new ideas, team member role as working with others in different jobs, career role included learning skill developing and fifth one is organizational member role as doing things as good for the company. The result of employees’ engaging in the non-core job roles is providing with new ideas, improvement in processes, enhanced product lines, better skilled employees, higher service levels, career movement within the organization, employees’ going above etc.

Leaders have great role to play in employee engagement. Leaders themselves have to be engaged to the organization only then we can expect employees to follow the path. When leaders seems to be confused, distracted and not keeping their promises then employees doing the worse. All employees should be given respect and provided with all resources that are mandate for achieving organisational goals. Employees mostly has problem with biased approached in organization. Work overload to the employees also creates negative impression about organization which need to be modifies and understood from the organization side. Getting employees engaged takes time but enough strategy to be build up by the management people and should be given equal emphases to core job roles and non-core job roles.
Nancy R Lockwood (2007) describes about changes in market place and competing organizations for their survival. As organizations are growing towards boundary less environment, the aptitude to attract, engage, develop and retain talent will become increasingly vital. Employee engagement is a key business driver for organizational to get success. High levels of employee engagement indifferent firm promote retention of talent, raise customer loyalty and recover organizational performance and stakeholder value. He has given emphases that employee engagement is a critical driver of business success in today’s world. Employee engagement is a tool of retention and a strong base of increased productivity and loyalty. Every organization can have different driver for employee engagement and can works to develop such practices that help to gain competitive advantage. Today employee health is most important ad it included both physical and mental well being. If an employee is happy (Psychological) then its productivity will be more and environment will be good. Engagement is influenced by many factors like workplace culture, organizational communication, leadership and company reputation.

In order to foster a culture of engagement, HR has to lead the way to design, measure and evaluate proactive workplace policies and practices that will help to attract and retain talent with skills and competencies necessary for growth and sustainability. There should be better understanding of what employees demand and expect from the employees. Workplace culture is a strong element that sets the tone for employee engagement.

Gerard H. Seijts and Dan Crim (2006) has given emphasis on relevance of employee engagement how employee engagement not only can make real difference but also make organization a great place apart from merely good once. Its the leaders responsibility to engage head, heart and hands for organization. There are ten C’S that are counted as important for organization success and for moving towards engaged employees. They are Connect, career, clarity, convey, congratulate, contribute, control, and collaborate, confidence. Credibility. If these things are inculcated in organization then there are more number of engaged employees.
SCOPE OF THE STUDY

The study presented in this research is part of a larger research project aimed at identifying the engagement level in public and private telecom industries. The continuous existence of any organization depends to a greater extent on the mix of different policies and practices for human resource in an organization, the working environment employees’ orientation towards their work. This study is been proposed to be conducted at individual level with employees of telecom industry of Rajasthan. The public sector organization is BSNL and private sector includes Airtel, Idea, TATA Docomo, Reliance and Vodafone. This study will provide more exposure for the telecom industry and their HR department as how to keep their employees can be more engaged and thereby will help to keep attrition rate low.
REFERENCES

BOOKS:

ARTICLES:
Research Methodology


WEBSITES

https://en.wikipedia.org/wiki/Internal_consistency
https://en.wikipedia.org/wiki/SPSS
www.Siliconindia.com
www.icwa.org