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INTRODUCTION

REVIEW OF LITERATURE

NEED/IMPORTANCE OF THE STUDY

STATEMENT OF THE PROBLEM

OBJECTIVES

HYPOTHESES

RESEARCH METHODOLOGY

RESULTS & DISCUSSION

FINDINGS

RECOMMENDATIONS/SUGGESTIONS

CONCLUSIONS

SCOPE FOR FURTHER RESEARCH

ACKNOWLEDGMENTS

REFERENCES

APPENDIX/ANNEXURE

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BOOKS

- Bowersox, Donald J., Closs, David J., (1996), "Logistical Management." Tata McGraw, Hill, New Delhi.
- Hunker, H.L. and A.J. Wright (1963), "Factors of Industrial Location in Ohio" Ohio State University, Nigeria.

CONTRIBUTIONS TO BOOKS

- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

JOURNAL AND OTHER ARTICLES

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.

CONFERENCE PAPERS

- Garg, Sambhav (2011): "Business Ethics" Paper presented at the Annual International Conference for the All India Management Association, New Delhi, India, 19–22 June.

UNPUBLISHED DISSERTATIONS AND THESES

- Kumar S. (2011): "Customer Value: A Comparative Study of Rural and Urban Customers," Thesis, Kurukshetra University, Kurukshetra.

ONLINE RESOURCES

- Always indicate the date that the source was accessed, as online resources are frequently updated or removed.

WEBSITE

- Garg, Bhavet (2011): Towards a New Natural Gas Policy, Political Weekly, Viewed on January 01, 2012 http://epw.in/user/viewabstract.jsp

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HIGH ENGAGEMENT & LOW ATTRITION – A STUDY OF THE TELECOM INDUSTRY IN INDIA

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ABSTRACT

The Indian Telecommunications network is the third largest in the world and the second largest among the emerging economies of Asia. The telecom sector has been one of the fastest growing sectors in the Indian economy in the past 4 years. This has been witnessed due to strong competition that has brought down tariffs as well as simplification of policy environment that has promoted healthy competition among various players. The growth of the industry prompted the government to allow more players on the field leading to an intense price war in an attempt to garner market share. This ultimately led to dwindling revenues per user and dented the balance sheets of most players. The increased number of market players also led to large scale migration of intellectual capital between 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. It is now well understood by organizations that employee engagement is the force that drives performance outcomes. Employee engagement is a human resources initiative that lays the strategic foundation for the way organizations do business. Employee Engagement is a measurable degree of an employee's emotional attachment to their job environment. It profoundly influences their willingness to learn and perform at work. Employee engagement is distinctively different from employee satisfaction, motivation and organizational culture. The purpose of this paper is to investigate employee engagement and its relationship to employee attrition using a mixed method research design. The first phase of the research involved a survey on a sample of 280 employees in various telecom companies using questionnaires, focused group interviews and group discussions. Focused group interviews and discussions were based on identifying the primary reasons for attrition and addressing the unique problem of employee engagement. In the second phase a sample was chosen at random and the exit interview data of an organization, spanning a period of three years, for further analysis (factor & content).

KEYWORDS
Human Resource Management, Employee Engagement, Retention, Attrition, Telecom in India, Employees.

INTRODUCTION

The Indian telecom industry has witnessed tremendous growth in the last 10 years due to the liberal policies of the government and the extensive need for communication. The conducive business environment, favorable demographic outlook and the political stability enjoyed by the country have contributed to the growth of the industry. The number of telephone subscribers in India increased from 787.28 million in December 2010 to 846.32 million at the end of March 2011. This amounts to a sequential growth of 7.50% over the previous quarter. This reflects year-on-year (Y-O-Y) growth of 36.22% over the same quarter of last year. The overall Teledensity in India has reached 70.89 as on 31st March 2011. Subscription in Urban Areas grew from 527.50 million at the end of Dec-10 to 564.08 million at the end of Mar-11, taking the Urban Teledensity from 147.88 to 157.32. Rural subscription increased from 259.78 million to 282.23 million, and the Rural Teledensity increased from 31.18 to 33.79. The share of rural subscribers has increased to 33.35% in the total subscription from 33% at the end of December 2010.[1]

RESEARCH PROBLEM

The telecom industry in India (as well as global) outlook has been diminishing over the last one year, after being in the lime light over a decade. The high capital expenses due to spectrum license fees, 3G service launch, higher number of players and the resultant price wars and lower revenues per customers have all contributed to this decline.

The Average Revenue per User (ARPU) for GSM service declined by 4.52%, from INR 105 in the quarter ending December 2010 to INR 100 in QE Mar-11, with Y-O-Y decrease of 23.7%. 10. This corresponds in a drop in Minutes of Use (MOU) MOU per subscriber for GSM as well as CDMA services. The ARPU for CDMA service declined by 3.79%, from INR 68 in quarter ending December 2010 to INR 66 in the quarter ending march 2011. ARPU for CDMA has declined by 13.81% on Y-O-Y basis. The access service, which has been steadily growing, has contributed 74.87% of the total revenue of telecom services. This has also been due to the increase in license fees for these services. The table 1 below provides a current snapshot of the Indian Telecom Industry.

TABLE – 1 TELECOM INDUSTRY IN INDIA – A SNAPSHOT[2]

S.N	Parameters	Value (%)
1	**Subscribers**	
	Urban	66.65
	Rural	33.35
	% change over the previous quarter	7
2	**Operators Market Share**	
	Private	85.11
	PSU	14.89
3	**Urban Teledensity**	157.32
	Rural Teledensity	33.79
	Overall Teledensity	70.89

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[1] TRAI Report – Quarter Ending March 2011
[2] Source - The Indian Telecom Services Performance Indicators – TRAI Report, July 2011

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One of the primary areas of concern for the telecom sector is the spiraling attrition rate that is currently hovering around the 25% mark. Employee turnover (ET) is often utilized as an indicator of corporate performance and can easily be observed negatively towards the organizations efficiency & effectiveness. Talent shortages, high levels of mobility are thus key challenges in the telecom industry.

Employee engagement is thus today a leading agenda and top priority for telecom companies in India. "In a world that is changing both in terms of the global nature of work and the diversity of the workforce, engaged employees may be a key to competitive advantage." Companies that understand the conditions that enhance employee engagement will have accomplished something that competitors will find very difficult to imitate. In fast-changing environments, it becomes all the more difficult to precisely specify roles and responsibilities. To the extent that employees are likely to be faced more frequently with unanticipated and ambiguous decision-making situations, organizations must increasingly count on employees to act in ways that are consistent with organizational objectives. In addition, many employees are looking for environments where they can be engaged and feel that they are contributing in a positive way to something larger than themselves.[3]

LITERATURE SURVEY

An extensive literature survey was undertaken to study the subject in hand. The key works that were highly pertinent to the research problem have been reproduced in this section. The study of literature validated the research problem and the fact that employee engagement has an impact on overall organizational productivity.

JOURNAL

Mark Huselid, The Impact of Human Resource Management Practices on Turnover, Productivity, and Corporate Financial Performance, April 5, 1995, Academy of Management Journal, Vol. 38, No. 3, pp. 635-672, 1995

This study comprehensively examined the linkages between systems of High Performance Work Practices and organizational performance. Results based on a national sample of nearly one thousand firms indicate that these practices have an economically and statistically significant impact on both intermediate outcomes (turnover and productivity) and short- and long-term measures of corporate financial performance. Support for the predictions that the impact of High Performance Work Practices is in part contingent on their interrelationships and links with competitive strategy was limited. The major conclusions of the study were:

1. Systems of High Performance Work Practices (HPWPs) will decrease turnover and increase productivity and performance
2. Turnover and productivity will mediate the relationship between HPWPs and performance
3. Complementarities or synergies among HPWPs
4. Alignment between HPWPs and competitive strategy will reduce turnover and improve productivity and performance.

RESEARCH PAPERS

Hamdia Mudor & Phadett Tooksoon, Conceptual framework on the relationship between human resource management practices, job satisfaction, and turnover, Journal of Economics and Behavioral Studies ,Vol. 2, No. 2, pp.41-49, Feb 2011

This paper proposes a conceptual framework consisting of three human resources management (HRM) practice (supervision, job training, and pay practices), job satisfaction, and turnover, and to explain the relationships among these variables. Job satisfaction played an important role in employee turnover because it would lead employee exit when their job satisfaction is low. The results indicate HRM practice a positively and significantly correlated with job satisfaction. On the other hand HRM practice and job satisfaction are negatively and significantly correlated with turnover. However, the results of HRM practice and job satisfaction are strong predictors of turnover.

ONLINE SOURCES

Pierce, Hazel, and Mion (1996), Professional practice model (PPM), WWW Document, PDF, Accessed Nov 20, 2011

Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of their work. Job satisfaction can be influenced by a variety of factors, for example pay practice, quality of one's relationship with their supervisor, quality of the physical environment in which they work whereby turnover refers to the characteristic of a given company or industry, relative to rate at which an employer gains and loses staff. For example, if an employer is said to have a high turnover, it means that employees of that company have a shorter tenure than those of other companies in that same industry. Job satisfaction and turnover are basically related by which job satisfaction has direct effect on the turnover. Vast literatures exist on the relationships between two variables as mentioned. Pierce, Hazel, and Mion (1996) examine the effect of a professional practice model (PPM) on job satisfaction and turnover. They employ the implementation of a PPM as the characteristics of participative decision making; control over work practices; organizational supportiveness; collegial relationships; open, multilevel communication; and rewards linked to clinical proficiency. The results of their study affirm the significantly correlated with increased job satisfaction and lower turnover rates among organizational employees. In fact, as a result of their study give an idea about the existent relationship between job satisfaction and turnover.

Moreover, high job satisfaction is generally believed to be associated with increased productivity, lower absenteeism, and lower employee turnover (Hackman & Oldham, 1975). Wong (1989) explores the impact of job satisfaction on intention to change jobs among secondary school teachers in Hong Kong. His study affirms that teachers with low job satisfaction tend to have low level of commitment and productivity. Moreover, teachers prepared to leave teaching if a job alternative of offering a higher salary became available. In other words, lower the teachers' job satisfaction was a significant predictor of teachers' intention to leave the teaching profession. There is a longstanding interest in the relationship between job satisfaction and turnover, Griffeth, Hom and Gaertner (2000) gave precisely a negative association between job satisfaction and staff turnover. In addition, Glance, Hogg and Huberman (1997) mentioned the relationship between turnover and productivity asserted that the lower turnover is positively correlated with productivity. Amah (2009) stressed that job satisfaction was found to have a direct negative relationship with turnover intention. These results indicate that the effect of job satisfaction on turnover can be enhanced in two ways; namely, when employees find congruence between their job and their self identity, and when involvement in such jobs enhances their overall life satisfaction. On the other hand, turnover can be considered as cost of running a business. As mentioned by Khilji and Wang (2007) reported that the impacts of labor turnover on a hotel's bottom line could be classified into direct costs and indirect costs. Direct costs are essentially financial consequences that include administrative costs as a result of increased recruitment and training expenditure of new employees.

Sheppeck and Militello (2000), Human Resource Management Practice, WWW Document (2000), Accessed Nov 19, 2011

In the organizations or firms, human resource management (HRM) practices are a mediator between HRM strategy and HRM outcome. Sheppeck and Militello (2000) focus HRM strategy into four groups: employment skill and work policies, supportive environment, performance measurement and reinforcement and market organization whereby Guest (1997) divides in to three categories: differentiated on innovation, focus on quality and cost-reduction. However, there are many definitions in previous research material on HRM strategy, but all strategies used to achieve the same organizational goal through HRM practices. Sivasubramanian and Kroeck (1995) verify the various perspective of human resource management as a concept of fit or integration. Based on Guest (1997) the various types of human resource management can be classified in two dimensions as internal and external fit. External fit explain HRM as strategic integration whereby internal fit as an ideal practice. Several researchers try to examine which fit is appropriate. Youndt et al., (1996) who observed that the external fit, as their result shows more particular fit between high performance HRM practices and quality strategy. Stavrou-Costea (2005) also argued that the effective human resource management can be the main factor for the success of a firm. As supported by Lee and Lee (2007) HRM practices on business performance, namely training and development, teamwork, compensation/incentive, HR planning, performance appraisal, and employee security help improve firms' business performance including employee's productivity, product quality and firm's flexibility.

Ruwan (2007) empirically evaluated six human resource (HR) practices (realistic job, information, job analysis, work family balance, career development, compensation and supervisor support) and their likely impact on the Marketing Executive Turnover. Results of regression showed that the HR practices on job

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[3] William G Castellano – Rutgers – Centre for Human Resource Strategy

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analysis are strong predictors of Marketing Executive Turnover. Along the same line, Abang, May- Chiun and Maw (2009) two components of human resource (HR) practices namely, training and information technology have direct impact on organizational performance. In addition, Zaini, Nilufar and Syed (2009) four HRM practices showed that training and development, team work, HR planning, and performance appraisal have positive and significant influence on business performance. Altarawmneh and al-Kilani (2010) examine the impact of human resource management (HRM) practices on employees' turnover intentions. The results showed that job analysis had a significant effect on employees' turnover However, no statistical evidence was found regarding the effects of other HRM practices on employees' turnover intentions. The study suggests that incentive plans based on rewards, bonuses, salaries enhancement, and performance appraisal reports could be useful strategies to be reconsidered in the survey. This paper utilizes HRM practices in specific internal fit as an ideal set of practices which identify three variables; supervision, job training, and pay practices believed to influence job satisfaction and turnover of the employees.

Combs et al (2006), "How Much Do High-Performance Work Practices Matter? A Meta-Analysis of their Effects on Organizational Performance"
Liu, et al (2007), "The value of human resource management for organizational performance."
The above two papers are based on the same research but were intended for different audience profiles. The second is an excellent summary for a practitioner audience. In aggregate, the above research includes data from more than 19,000 organizations. The impact of vertical alignment of HR practices and their support to strategic business objectives and work context were studied. The specific practices studied include the following:
1) Selection
2) Compensation Level
3) Training
4) Incentive Compensation
5) Internal Promotion
6) Participation (Employees can influence decisions)
7) Flextime
8) Grievance procedures
9) Employment Security
10) Teams
11) Performance Appraisal
12) Information Sharing
13) HR Planning
The studies concluded that organizations with high employee engagement reported significantly lower employee turnover and higher level of productivity.
Harris, et al (2007, The impact of people management on organisational performance, focusing on how and why the relationship exists", NHS Acue Trust, p. 454.
The study found "marked changes in employee attitudes in response to changes in people management practices and policies." A number of HR practices have shown to affect staff commitment, satisfaction and motivation: practices related to "career opportunities, job influence, job challenge, training, performance appraisal, team working, involvement in decision making, work life balance and having managers who are good at leadership and who show respect.

EMPLOYEE ENGAGEMENT

Employee Engagement is a measurable degree of an employee's emotional attachment to their job environment. It profoundly influences their willingness to learn and perform at work. Employee engagement is distinctively different from employee satisfaction, motivation and organizational culture. Employee engagement is today a leading agenda and a top priority for telecom companies in India. Talent shortage, high levels of mobility and skill shortage are key challenges. Employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values.

Engagement is important for line managers to cultivate, given that disengagement or alienation is central to the problem of workers' lack of commitment and motivation (Aktouf). Meaningless work is often associated with apathy and detachment from ones work (Thomas and Velthouse). In such conditions, individuals are thought to be estranged from their selves (Seeman, 1972). Research studies have established that employing varied resource of engagement (involvement and enthusiasm) has a positive linkage to multiple variables including employee turnover, customer satisfaction productivity and profitability criteria (Harter, Schnidt & Hayes, 2002). An organization's capacity to manage employee engagement is closely related to its ability to achieve high performance levels and superior business results. Some of the advantages of Engaged employees are high levels of employee retention, commitment to the organizational products and services besides contribution to the bottom line business success. Some of the major advantages are as listed below:
1. Enhanced performance
2. Higher motivation levels
3. Higher productivity
4. Emotional bonding with the organization
5. Enhanced customer satisfaction
6. Passion, commitment and alignment with the organization's strategies and goals
7. Higher levels of employees trust in the organization
8. Creates a sense of loyalty in a competitive environment
9. Provides a high-energy working environment
10. Boosts business growth
11. Makes the employees effective brand ambassadors for the company
Highly engaged employees will consistently deliver beyond expectations. In the workplace research on employee engagement (Harter, Schmidt & Hayes, 2002) have repeatedly asked employees 'whether they have the opportunity to do what they do best everyday'. Only one in five employees strongly agreed with the statement. Those work units scoring higher on this perception have substantially higher performance. Thus employee engagement is critical to any organization that seeks to retain valued employees. The Watson Wyatt consulting company has proved that there is an intrinsic link between employee engagement, customer loyalty, and profitability. As organizations globalize and become more dependent on technology in a virtual working environment, there is a greater need to connect and engage with employees to provide them with an organizational 'identity.'

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. The second related construct to engagement in organizational behavior is the notion of flow advanced by Csikszentmihalyi (1975, 1990). Csikszentmihalyi (1975) defines flow as the 'holistic sensation' that, people feel when they act with total involvement. Flow is the state in which there is little distinction between the self and environment. When individuals are in Flow State little conscious control is necessary for their actions.

Employee engagement is thus the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. This implies that employee engagement is akin to a barometer that determines the association of a person with the organization. Engagement is most closely associated with the existing construction of job involvement (Brown 1996) and flow (Csikszentmihalyi, 1990). Job involvement is defined as 'the degree to which the job situation is central to the person and his or her identity (Lawler & Hall, 1970). Kanungo (1982) maintained that job involvement is a 'Cognitive or belief state of Psychological identification. Job

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involvement is thought to depend on both need saliency and the potential of a job to satisfy these needs. Thus job involvement results, form a cognitive judgment about the needs satisfying abilities of the job. Jobs in this view are tied to one's self image. Engagement differs from job in as it is concerned more with how the individual employees deal with their self during the execution of their job. Engagement entails the active use of emotions and may be thought of as an antecedent to job involvement. Individuals with deep levels of engagement in their roles identify themselves with their jobs. Employee engagement has three major dimensions – physical, cognitive and emotional (Kahn – 1990). Job satisfaction involves the cognitive dimension only.

RESEARCH DESIGN
RESEARCH OBJECTIVE
The purpose of this co-relational research is to investigate the relationship between organizational employee engagement and attritional levels using a structured approach, in the context of the Indian Telecom Industry. This research is based on primary data collected over a period of three years from various private sector Telecom players in India.
HYPOTHESIS
There exists a positive co-relation between organizational employee engagement levels and attrition. An organization with high levels of employee engagement will have low attrition rates.
SAMPLING
The data collection was completed in two phases. The first phase comprises a population of 280 individuals from the telecom industry chosen, based on stratified random sampling. This data was used to analyze the areas of organizational employee engagement. The second phase included a random sample of 180 chosen from primary exit interview data of a telecom organization. For most purposes n=30 is sufficient, provided the universe is not exceedingly asymmetrical" (Boyd et. al., 2005). 100 is a medium sized sample and 400 is a larger sample (Boyd et. al., 2005). More than 5% sample size is an appreciable proportion of the sample universe (Boyd et. al., 2005).
DATA COLLECTION
This paper is based on primary research data collected internally at the workplace in a phased manner. These include analysis of recruitment trends as well as employee attrition studies over a time span of three years. The first phase comprised of a survey on a sample of 280 employees in various telecom companies using a questionnaire, focused group interviews and group discussions. Focused group interviews and discussions were based on ascertaining the primary causes for attrition and the unique problem of employee engagement. In the second phase a sample was chosen at random and exit interview data for three years from one organization was chosen for further analysis (factor & content). The research instrument used in this study employs the standardized Likert scale.
In order to ensure a wider spectral coverage the paper also refers to published secondary research data. This includes data and studies by commercial vendors in the IT & Telecom space, in the form of syndicated reports, as well as public and quasi-public information available from diverse sources. The data sources include both print and online media including survey reports published by commercial and non-profit organizations.
The data collection instrument is included in the Appendix.
RESEARCH LIMITATIONS
A sample size of 280 employees was the primary limitation of the study. The strength of the study is based on the data triangulation using the mixed approach – using a structured questionnaire & interviews. There are implications (theoretical) for the construct of employee engagement. Also there seems to construct contributions on employee commitment involvement, strategization, job experience which is beyond the scope of the study.

KEY FINDINGS
The key findings are based on the analysis of the questionnaire (listed in the appendix) used for data collection. The study has established conclusively that employee engagement has a direct relationship with organizational attrition and productivity. An organization with high levels of employee engagement will have low employee turnover and high levels of employee productivity. The research hypothesis thus stands validated on the basis of the t-test of the data collected. The study also reaffirmed Gallup's findings about the three different classes of employees within an organization as listed below:
1.   ENGAGED
"*Engaged*" employees are the organizational builders. They understand the desired expectations for their role and can meet and exceed them. They perform at consistently high levels and use their talents and strengths at work every day. They bring passion to the work place, drive innovation and help the organization progress.
2.   NOT ENGAGED
"*Not-engaged*" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They need handholding to complete their tasks. The employees under this class are focused on accomplishing tasks vs. achieving an outcome. Employees who are *not-engaged* tend to feel their contributions are being overlooked, and their potential is not being tapped. This is primarily due to the fact that they rarely harbor productive relationships with their managers or with their coworkers.
3.   ACTIVELY DISENGAGED
The "*actively disengaged*" employees are generally referred to as the "cave dwellers." They're "Consistently against everything." The employees under this class are the unhappiest lot and also act out their unhappiness before others. This results in seeds of negativity sown at every opportunity and undermines the efforts of what the engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by *actively disengaged* workers can cause great damage to an organization's functioning.
Gallup's engagement ratio is a macro level indicator of an organization's health that can be used by HR personnel to track the proportion of engaged to actively disengaged employees. The study found that the ***engagement ratio in Indian Telecom organizations is 1.5: 1*** (the ratio of engaged to actively disengaged employees). The eight primary factors that enhance Employee Engagement are as listed below:

1.   Relationship with Supervisor   -   Question 5, 11
2.   Communication   -   Question 17
3.   Recognition   -   Question 4
4.   Work Environment   -   Question 17
5.   Work Relationship   -   Question 3
6.   Learning   -   Question 2
7.   Employee Development   -   Question 2
8.   Career Planning   -   Question 2

This study has corroborated the commonly mentioned critical factors which lead to Employee engagement. Four of these primary factors that have been validated as are listed below:
1.   CAREER DEVELOPMENT- OPPORTUNITIES FOR PERSONAL DEVELOPMENT
Organizations with high levels of engagement provide employees with opportunities to develop their abilities, learn new skills, acquire new knowledge and realize their potential. When companies plan for the career paths of their employees and invest in them, the employees in turn reciprocate by staying longer and contributing to the success of the organisation.

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TABLE – 2: PERSONAL DEVELOPMENT & ATTRITION (QUESTION – 3)

Influence of personal development on employee longevity	No. of Respondents (%)
Considerable	54.90
Little	10.80
Not at all	2.60
To some extent	31.70

2.   CAREER DEVELOPMENT – EFFECTIVE MANAGEMENT OF TALENT

Career development influences engagement for employees and retaining the most talented employees and providing opportunities for personal development.

TABLE – 3: TALENT MANAGEMENT & ATTRITION (QUESTION 10)

Influence of career prospects on employee longevity	No. of Respondents (%)
Very Committed - Would have definitely stayed longer	55.78
Quite Committed	12.24
No Response	18.37
Not at all committed	6.80
Would not have left the organization at all	6.80

3.   FEELING VALUED & INVOLVED

Organizations need to evolve a mechanism for involving employees across levels in operational decision making. This also involves soliciting, evaluating and acting on employee feedback. The most successful organizations are the ones with high levels of employee engagement and whose employees feel the valued by the organizations.

TABLE – 4: EMPLOYEE VALUE & ATTRITION (QUESTION 4)

Feeling valued and wanted by the organization	No. of Respondents (%)
High	65.0
Little	5.1
No	1.9
To Some extent	28.0

4.   LEADERSHIP- SUCCESSION PLANNING

Succession Planning is a process for identifying and developing internal people with the potential to fill key business leadership positions in the company. Succession planning increases the availability of experienced and capable employees that are prepared to assume these roles as they become available. The availability of a clear succession plan has a positive influence on employee engagement especially at the top and senior management levels.

TABLE – 5: ORGANIZATIONAL SUCCESSION PLANNING & ATTRITION (QUESTION 10)

Career Planning & Employee Longevity	No. of Respondents (%)
Considerable	55.8
Little	8.5
Not at all	2.0
To Some extent	33.7

The study reinforced the premise that low levels of employee engagement results in higher employee turnover. The average longevity of employees in organizations with low employee engagement levels was twelve to eighteen months. The figure1 below presents contributory factors leading to enhanced job satisfaction among organizational employees, derived from the analysis of Question 2 of the survey questionnaire.

FIGURE –1: JOB SATISFACTIONS – KEY PARAMETERS (QUESTION 2)
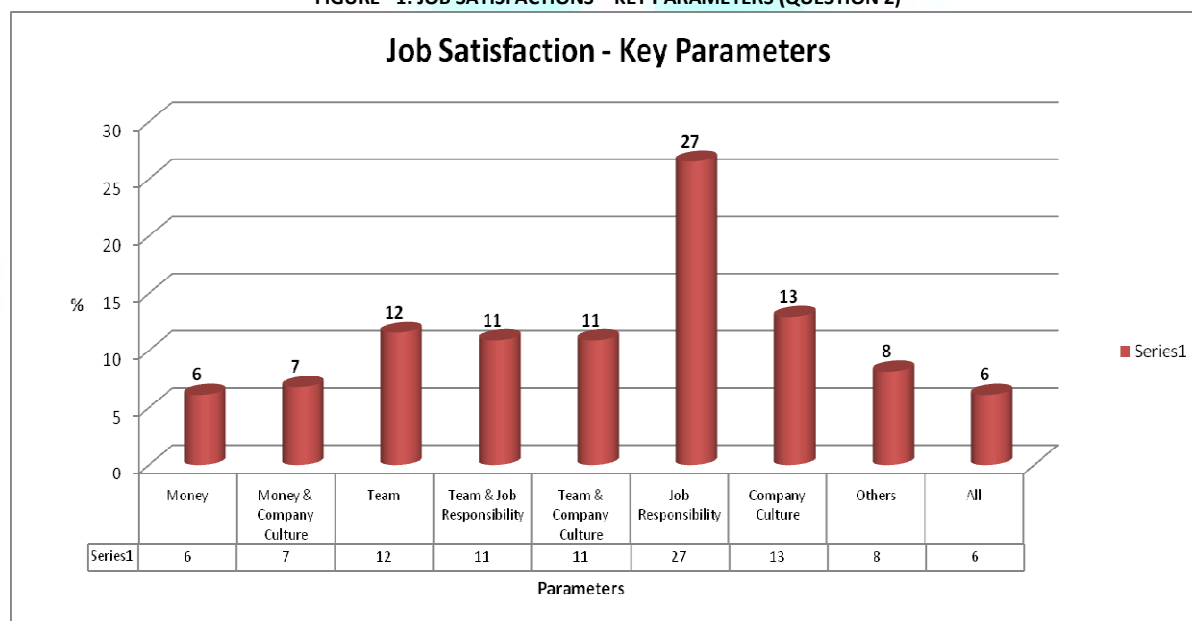
The key parameters resulting in higher attrition include Managers/Supervisor style of functioning, organization culture, employee commitment, employee's skill development and job enrichment and performance based variable pay. The study seems to suggest that organizations investing on high levels of employee engagement will result in low attrition. The figure 2 below, based on the analysis of Question 22 of the survey questionnaire, provides the primary factors responsible for organizational turnover along with their weightages. It is evident from the data connected that employee engagement is the single largest

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contributor to reduced organizational attrition. The trigger points for employee attrition, derived from the analysis of Question 24 & 25 of the survey questionnaire, are as listed in figure 3 below.

FIGURE –2: EMPLOYEE TURNOVER – PRIMARY FACTORS (QUESTION 22)

Employee Turnover - Primary Factors

	Money	Money & Lack of Recognition	Lack of Recognition	HOD	Personal Reasons	Others	No Response
Series1	22	7	10	5	16	38	1

Employee Turnover - Primary Factors
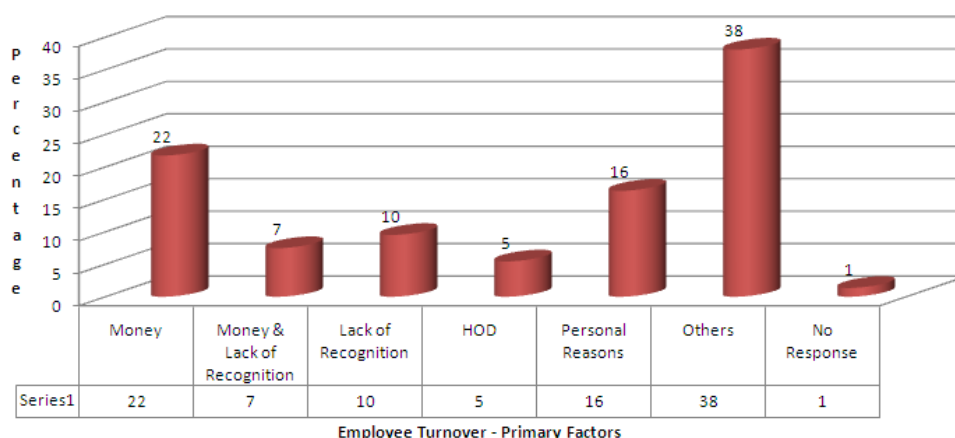
FIGURE –3: EMPLOYEE ATTRITION – PRIMARY TRIGGERS (QUESTION 24 & 25)

Attrition - Triggers

	Location Constraints	Lack of Recognition	Personal Reasons	HOD	No comments	Better opportunity	None-Involuntary Exit
Percentage	17	16	32	8	6	18	3

Triggers
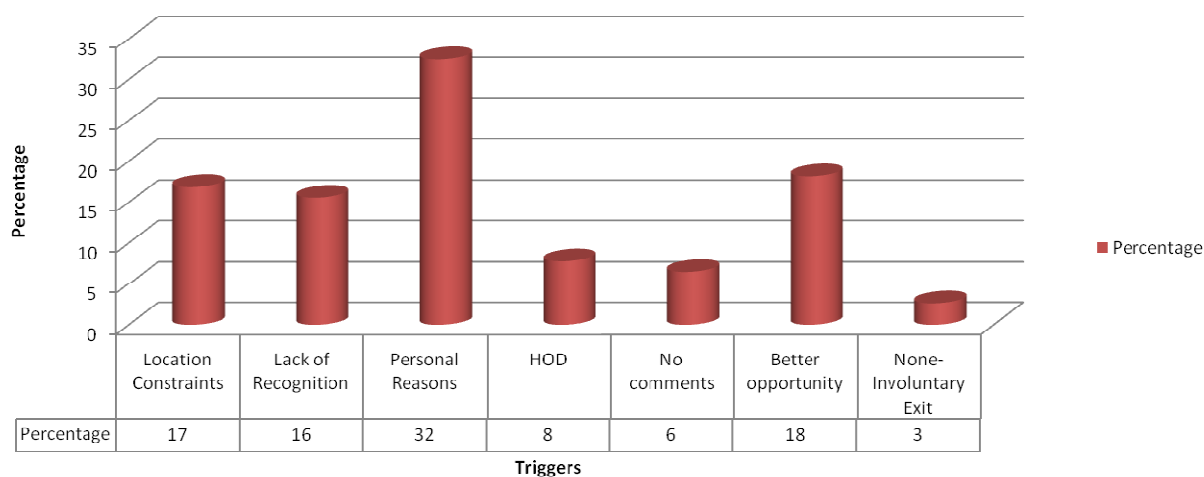
PROPOSED EMPLOYEE ENGAGEMENT FRAMEWORK

Employee engagement is the force that drives business outcomes. This research has validated the hypothesis that engaged employees are more productive employees. They are more profitable, more customers focused, safer and more likely to stay. Employee engagement is a strategic approach supported by tactics for delivering improvements and organizational change. Developing an employee engagement strategy and linking it to the achievement of corporate goals is an important precursor to success in the marketplace. The three basic aspects of employee engagement are as listed below:

1. The employees and their own unique psychological makeup and experience
2. The employers and their ability to create the conditions that promote employee engagement
3. Interaction between employees at all levels

It is therefore the organization's responsibility to create an environment and culture conducive to this partnership and ensure a win-win for all the stakeholders. The figure 4 below presents the key dimensions and a framework for organizational employee engagement. This proposed framework is based on the basis of the analysis of the present research as well as the study of the commonly employed industry models. The key elements of the proposed framework as detailed below:

FIGURE 4: EMPLOYEE ENGAGEMENT FRAMEWORK

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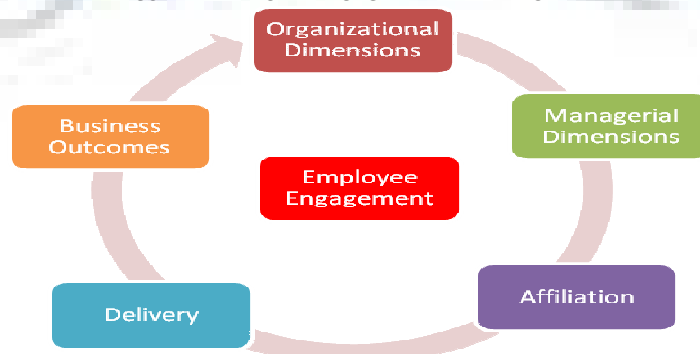
1.   ORGANIZATIONAL DIMENSIONS

Organizational dimensions include organizational culture as well as processes and procedures. Organizational culture is the workplace environment formulated from the interaction of the employees in the workplace. Organizational culture is defined by all of the life experiences, strengths, weaknesses, education, upbringing, and so forth of the employees. While executive leaders play a large role in defining organizational culture by their actions and leadership, all employees contribute to the organizational culture. The organizational processes and procedures should foster effective employee engagement.

2.   MANAGERIAL DIMENSIONS

Management dimensions encompass communicating, directing, motivating, strategic planning, and aligning the employee workforce to achieve organizational goals. Managers help create a positive work environment that encourages employee input and collaboration. This helps foster relationships across organizational structures. Internal and external complexities in organizations directly affect management styles and effectiveness. A successful manager is flexible, adaptable, and is constantly developing in order to suit the specific needs of the organization.

3.   AFFILIATION

Affiliation reflects the extent of employee loyalty and commitment to an organization The three major components of organizational commitment are a strong belief in and acceptance of the organization's goals, a willingness to exert considerable effort on behalf of the organization and a desire to be a part of the organization. Employee commitment serves as a positive evaluation of the organization and the organizations goals. Three types of commitment can normally exist within any organization; affective commitment, continuance commitment, and normative commitment. Normative commitment is an organizational commitment while Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with its organization and goals. High levels of organizational employee engagement has a strong positive impact on the employee affiliation which in turn leads to a highly motivated workforce and superior organizational business performance

4.   DELIVERY

There are a lot of factors integral to the operation and success of any business enterprise. Key organizational functions and areas must operate efficiently and effectively. The success or failure of most organizations can be categorized into two primary areas: employee productivity and employee performance. These two factors are pivotal to the success of any organization. In today's competitive world, the productivity and performance of the workforce, along with their ability and willingness to be creative and innovative is everything. It is important to understand that employees are at choice to give their organization their very best, or something less, everyday they come to work. [4] Employee discretionary effort is about the choice each employee has for giving his best, or just the "minimum acceptable standard"

5.   BUSINESS OUTCOMES

The level of employee engagement affects key results such as sales, customer satisfaction, innovation and employee turnover. An engaged workforce is capable of delivering sustained differentiation and a significant competitive advantage

CONCLUSION

The purpose of this paper is to investigate employee engagement and its relationship to employee attrition using a mixed method research design. The hypothesis was that organizations with high levels of employee engagement will have significantly reduced employee turnover, higher levels of employee productivity and superior organizational performance. The research result findings were fulfilled and were in the direction as expected. The areas of the study were met. The study concludes that employees with high levels of engagement are generally high performers and exhibit a strong rational and emotional commitment. The organization initiatives for enhanced employee engagement include the following:

1. Managers providing day-to-day feedback on employee performance
2. Addressing poor performance
3. Providing spectrum & targeted feedback
4. Discussing performance problems
5. Focusing on expectation rather than on system
6. Amplify the good, filter the bad
7. Connect employees with the organization and success
8. Install a performance culture, communication flexibility and innovation and risk taking
9. Connect employees with talented co-workers
10. Demonstrate a credible commitment to employee development

THEORETICAL & EMPIRICAL CONTRIBUTIONS

This study makes a paradigm shift from an individualistic view of employee engagement to an organizational view. This organizational view is to be understood in the context of external environment as well as the internal environment of the organization. Bontis et al (2002) in their Canadian study observed from their results that organizational level learning is more closely related than either individual or group level learning to organizational performance. The present study corroborates the results of Mobley (1977) model which illustrates the relationship between job dissatisfaction and employee turnover. This study also extends the Mobley model by examining whether the theory also applies to organizational commitment & job involvement.

This research finds an empirical correlation between high levels of employee engagement and low employee turnover in Indian telecom organizations. This study finds a positive correlation between employee engagement and low attrition levels. This research concluded that a high level of employee engagement is the key to organizational success.

PRACTICAL IMPLICATIONS

The research explored the existence of employee engagement dimensions within telecom organizations and their impact on employee turnover. The study may be used to build an organizational framework for employee engagement. The study can also be used to derive measures for drivers, facilitating conditions and outcomes of employee engagement.

ACKNOWLEDGEMENT

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APPENDIX

RESEARCH QUESTIONNAIRE

QUESTIONNAIRE – SURVEY ON JOB HOPPING & EMPLOYEE TURNOVER IN TELECOM - TAMILNADU

OBJECTIVE: I solicit your free & fair response in confidentiality on the possible triggers for your/employees exit from an organization.
1.   What was your experience on the Hiring & Induction Process?
▪ Fairly Good - Could have been better
▪ Good - Elaborate Induction Process & satisfied
▪ Needs to be Improved – Lacks the personal touch

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- Very Bad- Chaotic, No Induction, improperly planned & hostile
- No Response

2. Which of the following did your Organization Offer?
- Fun at Work
- Training & Development
- Job content & scope for innovation
- 5 Day Week & adequate holidays
- Informal Culture & Flexi timings
- Location of choice
- Profit sharing & ESOPs, other perks & benefits

3. Were the Organization Goals and your Goals Compatible?
- Yes
- No
- To Some extent
- Irrelevant

4. Do you feel valued and recognized for your contribution in the organization?
- Yes
- No
- To Some extent
- Not at all

5. Did your Manager influence your Decision to stay and pursue your career at the current workplace?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

6. Did you feel that your Organization Rewarded Seniority or Merit?
- Seniority
- Merit
- Both
- None

7. Were you satisfied with the Company's merit review process?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

8. Did you receive adequate support from your Superiors & Peers to do your job?
- Yes
- No
- To Some extent
- Not at all

9. Do you find your job repetitive and monotonous?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

10. With such large amounts of money at stake as compensation, how much stress would you put on your career priorities such as Role, Freedom, Organization Culture, Investment on your Training and Development?
- Very High
- High
- Medium
- Low

11. If not for the Boss, would you have stayed longer in the Company?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

12. How often have you engaged in Innovation at the Work Place?
- Very Often
- Often
- Sometimes

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- Never

13. What are the different Retention programs running currently in the Organization?
- Job Enrichments & Training Programs
- Monetary Benefits and Deferred Bonus Plan
- Promotions and Salary Rationalization
- Training & Development
- All of the above

14. What job /role you aspired that was not offered?
- Exposure to Cutting Edge Technology & Flexibility
- Better Projects, Role Enhancements & Growth
- Location of my choice
- Scope for skill development and training on the job
- Better pay & benefits vis-à-vis competition

15. Did Company HR Policies or Procedures make your job difficult?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

16. Focus of leadership team members in your organisation were on the following areas?
- People
- Financial
- Technology
- Customer Service
- Sales
- All of the above

17. How would you describe the Culture of the Organization?
- Employee Friendly, Supportive & Good HR Practices
- Family Business, Autocratic, Unprofessional, ill treatment to Subordinates
- Fun at work, Open, Employee centric, Approachable & flexible
- No systems & processes at place, no business ethics, not employee friendly
- Systems & Policies driven, Professional & progressive

18. Were you attracted at the time of joining the organization for a long term career?
- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

19. What were the challenges in the Work Environment?
- High work Pressure & long hours at work
- Technology and Infrastructure Related
- No investment on training & self development
- Poor HR policies & work culture
- Low Compensation
- No empowerment or Innovation at the work place

20. Would you prefer to stay in your home location rather than grow and move to smaller towns or rural areas?
- Strongly Agee
- Agree
- Neutral
- Disagree
- Strongly disagree

21. Moving to a smaller town or to a rural area on a bigger assignment motivated you to stay in the Organization?
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22. Primary Reason for Leaving?
- Low salary
- Lack of Recognition & career advancement
- Role / Job responsibility / Job content
- Reporting Manager/Boss
- Location preference
- Organisation Culture, work environment & HR policies
- Lack of training & self development

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23. Competition companies constantly poach or contact your critical resources or highly potential employees?
▪ Strongly Agree
▪ Agree
▪ Neutral
▪ Disagree
▪ Strongly Disagree

24. Least Satisfying about the Job?
▪ Pay & Benefits
▪ Location & work environment
▪ Job Responsibility & Content
▪ Company Culture & HR policies
▪ Reporting Manager/Boss
▪ Company brand & image
▪ Lack of training & self development
▪ Lack of growth

25. What was the General Feedback when employees left the Organization?
▪ Leaving for Better Prospects & Growth
▪ Personal Reasons, Location constraints
▪ Poor Culture & work relationships
▪ Lack of recognition and rewards for superior performance
▪ Poor HR policies & Organization brand
▪ Lack of investment in Training and Self Development
▪ Job dissatisfaction

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I am sure that your feedback and deliberations would make future issues better – a result of our joint effort.

Looking forward an appropriate consideration.

With sincere regards

Thanking you profoundly

Academically yours

Sd/-

Co-ordinator

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In this age of Commerce, Economics, Computer, I.T. & Management and cut throat competition, a group of intellectuals felt the need to have some platform, where young and budding managers and academicians could express their views and discuss the problems among their peers. This journal was conceived with this noble intention in view. This journal has been introduced to give an opportunity for expressing refined and innovative ideas in this field. It is our humble endeavour to provide a springboard to the upcoming specialists and give a chance to know about the latest in the sphere of research and knowledge. We have taken a small step and we hope that with the active co-operation of like-minded scholars, we shall be able to serve the society with our humble efforts.

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