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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

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EMPLOYEE ENGAGEMENT AND COMMITMENT: A STUDY CONDUCTED IN DELHI AND NCR WITH SPECIAL REFERENCE TO TELECOM INDUSTRY

DR. ANIL CHANDHOK
PROFESSOR
M M INSTITUTE OF MANAGEMENT
M M UNIVERSITY
MULLANA

DR. BHAVET
FACULTY
SHREE RAM INSTITUTE OF BUSINESS & MANAGEMENT
URJANI

ABSTRACT

An effort has been made to find out as to what extent, the employers are concerned with enhancing the engagement and commitment of their employees. It is a general opinion that employer is more concerned with increasing the profits of the company and in keeping their customers satisfied while the employees are normally not given their due importance which they actually deserve. This study will highlight the issues which need to be focused by the employers so that employees are more committed and engaged to their organization for longer period.

KEYWORDS

employee engagement, telecom industry.

INTRODUCTION

Employee engagement has emerged as a significant driver of business success in today's competitive marketplace. Further, it can be a deciding factor in organizational achievement. Not only does engagement have the potential to considerably affect employee retention, productivity and loyalty, it is also a link to customer satisfaction, company reputation and stakeholder value. Thus, to gain a spirited edge, organizations are turning to HR to set the plan for employee engagement and commitment. Engagement is about passion and commitment-the willingness to devote oneself and expand one's discretionary effort to contribute towards achieving the group goals of the organization as a whole. Therefore, the full engagement equation is obtained by aligning utmost job satisfaction and utmost job contribution.

ENGAGEMENT IS LINKED TO THREE CRITICAL FORCES IN THE ORGANIZATION - ATTRITION, PRODUCTIVITY & PROFITABILITY

Attrition is the number of individuals leaving the organization and it's a well-known fact that it is one of the key problem being faced by the organizations be it any sector. An engaged workforce certainly has less chances of leaving the organization, a person who is engaged in his work is likely to stick to the company as he offers his finest and as result of which the organizations takes due care of him in the shape of hike in salary by way of incentives and bonus. Attrition is possibly to come down in the organization, which have an engaged workforce and this will be valuable for the organization.

Productivity is the output of the employees in the form of work done by them, it's not the quantity that matters, it's the quality that is of great significance for the organization. An engaged employee has an understanding of what is expected of him at work so that he can carry on his job effectively and efficiently adding to the productivity of the organization and thus adding to the development and success of the organization.

Profitability is the capacity of a company to earn a profit. It is a relative measure of success for a business. Research has proved that an engaged workforce is expected to result in an increase in the profitability of the concern as they have total dedication and commitment to their work and thus this is expected to result in an increase in the profit of the concern and thus ensuring the achievement of the organization.

Employee engagement is fast becoming the newest mantra for HR managers, CEO's and company executives. It is, however a focus that has always been in existence and describes the true fabric and identity of a company.

SIGNIFICANCE OF THE STUDY

The results of this study has provided imminent information for administrators, practitioners, and researchers about employee engagement and commitment in the human services field.

The organizations in the telecom industry may benefit by understanding as how important engagement is. Once the level of employee engagement is calculated, they can develop and implement change strategies that would actually progress engagement in their organization, thereby potentially increasing the general effectiveness. This study has provided the relevant information to the employers to know the factors affecting the engagement and how they can cultivate engagement and commitment in their employees. They may benefit and could apply strategies for change that address participant responses. Additionally, employers who is functioning in managerial positions may benefit by understanding that employees usually accept the characteristics and attitudes of their leaders, making it hard for employees to be engaged unless the managers are. Employers should, therefore, work toward creating a work atmosphere that lends itself to engagement from themselves and from the employees. As an added benefit, knowledge from this study could be used in other fields of study (e.g., education, public affairs, nonprofit administration) that are challenged with related organizational variables and conditions..

OBJECTIVES OF THE STUDY

- To find out the extent of employee engagement of telecom sector employees in Delhi and NCR.
- To find out the extent of employee commitment of telecom sector employees in Delhi and NCR.
- To find out the impact of income on employee engagement and commitment level of employees

SCOPE OF THE STUDY

The scope of the study was limited to New Delhi and NCR region only and the respondents were restricted to only three players of the telecom industry i.e. Bharti Airtel, Tata communications and Vodafone.

RESEARCH DESIGN

The study is designed as **descriptive** and **analytical** in nature since it attempts to obtain a complete and accurate description of a situation. The methodology utilized in this research is of quantitative in nature and both secondary and primary data have been used to statistically determine whether any relationship exists between employee engagement and commitment and also to determine the levels of employee engagement and commitment.

SAMPLING DESIGN

Sampling can be defined as the segment of some part of an aggregate or totality, on the basis of which, opinion or an inference about aggregate or totality is made. Sampling revolves around representatives. The sampling design assists in decision making in the following areas:

Sampling unit: The sampling unit of the study was **telecom industry located in New Delhi and NCR**. The players selected for the study were Bharti Airtel, Vodafone and Tata communications.

Sample size: Respondents for the study were **300 employees** from three organizations under study.

Sampling technique: Non probability sampling technique i.e. convenience sampling was used to select respondents from targeted group.

HYPOTHESIS OF THE STUDY

In developing the hypothesis, one can be influenced by a number of sources, such as an existing theory, related research, or even personal experiences.

H1: There is a significant difference in the employee engagement level of employees of the telecom sector.

H2: There is a significant difference in the commitment level of employees of the telecom sector

H3: There is a significant relationship between employee engagement and commitment.

H4: There is a significant difference across employees with different level of income in predicting overall employee engagement and commitment level of employees

ANALYSIS AND INTERPRETATION

Three hundred respondents participated in this study. The participant's background, i.e., gender, age, length of service and income is examined in the following sections.

ANALYSIS 1: SUMMARY OF THE DEMOGRAPHIC CHARACTERISTICS

TABLE 1: RESPONDENTS CHARACTERISTICS

CATEGORY	VARIABLE	F	PERCENT
GENDER	MALE	198	66
	FEMALE	102	34
	TOTAL	300	100
AGE	20-29	30	10
	30-39	138	46
	40-49	84	28
	50 and above	48	16
	TOTAL	300	100
INCOME	Less than 20,000	60	20
	20,000-30,000	80	27
	31,000-40,000	96	32
	Above 41,000	64	21
	TOTAL	300	100

GENDER

Approximately 66% ($n = 198$) of the sample was male and 34% ($n = 102$) of the sample was female.

AGE

A frequency analysis of age indicated that 10% ($n = 30$) of the respondents reported belonging to the age group of 20-29, 46% ($n = 138$) to the 30-39 group, 28% ($n = 84$) to the 40-49 group, 16% ($n = 48$) to the above 50 group.

INCOME

A frequency analysis of Income indicated that 20% ($n = 60$) of the respondents belonging to less than 20,000 group, 27% ($n = 80$) to the 20,000-30,000 group, 32% ($n = 96$) to the 31,000-40,000 group and 21% ($n = 64$) to the above 41,000 group.

ANALYSIS 2: EXTENT OF EMPLOYEE ENGAGEMENT

TABLE 2 :ONE-SAMPLE STATISTICS OF EMPLOYEE ENGAGEMENT

	N	Mean	Std. Deviation	Std. Error Mean
EMP_ENG	300	2.2117	.91798	.05300

TABLE 3: ONE-SAMPLE TEST OF EMPLOYEE ENGAGEMENT

TABLE 3: ONE-SAMPLE TEST OF EMPLOYEE ENGAGEMENT						
	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EMP_ENG	-14.874	299	.000	-.78833	-.8926	-.6840

INTERPRETATION

The sample mean was 2.21, standard deviation is 0.92 and the estimated standard error of mean is 0.053. The one sample t test is 14.87 and the p value from the statistic is 0.00 and that is less than 0.05(the level of significance usually used for the test). Such a p value indicates that mean score of the employee engagement given by the respondents is statistically and significantly different from 3(i.e. the test value used for the test) which clearly shows that employees of the telecom sector disagree and are dissatisfied with the level of employee engagement in their organization. **Therefore, the research hypothesis 1 that is there is a significant difference in the employee engagement level of employees of the telecom sector is accepted and proven to be true**

ANALYSIS 3: EXTENT OF EMPLOYEE COMMITMENT

TABLE 4 : ONE-SAMPLE STATISTICS OF EMPLOYEE COMMITMENT

	N	Mean	Std. Deviation	Std. Error Mean
EMP_COM	300	2.9595	.34570	.01996

TABLE 5: ONE-SAMPLE TEST OF EMPLOYEE COMMITMENT

TABLE 3: ONE SAMPLE TEST OF EMPLOYEE COMMITMENT						
	Test Value = 3					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
EMP_COM	-2.028	299	.043	-.04048	-.0798	-.0012

INTERPRETATION

The sample mean was 2.95, standard deviation is 0.34 and the estimated standard error of mean is 0.019. The one sample t test is 2.02 and the p value from the statistic is 0.04 and that is less than 0.05 (the level of significance usually used for the test). Such a p value indicates that mean score of the organizational commitment given by the respondents is statistically and significantly different from 3 (i.e. the test value) which clearly shows that employees of telecom sector have a lower level of organizational commitment. **Therefore, the research hypothesis 2 that is there is a significant difference in the commitment level of employees of the telecom sector is accepted and proven to be true**

ANALYSIS 4 : RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND COMMITMENT

TABLE 6: DESCRIPTIVE STATISTICS OF EMPLOYEE ENGAGEMENT AND COMMITMENT

	Mean	Std. Deviation	N
EMP_ENG	2.2117	.91798	300
EMP_COM	2.9595	.34570	300

TABLE 6.1: CORRELATIONS OF EMPLOYEE ENGAGEMENT AND COMMITMENT

		EMP_ENG	EMP_COM
EMP_ENG	Pearson Correlation	1	.198**
	Sig. (2-tailed)		.001
	N	300	300
EMP_COM	Pearson Correlation	.198**	1
	Sig. (2-tailed)	.001	
	N	300	300

** . Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION

The complete statistical output is shown above. Pearson correlation statistic is used to determine the relationship between employee engagement and commitment. r is found to be 0.198. By squaring the correlation and then multiplying by 100, the percentage of the variability was found which is four percent. And p value is found to be 0.00 which is less than 0.05 which clearly shows that there is a significant relationship between employee engagement and commitment, but the relationship is weak indicating that there are the other factors influencing employee engagement and commitment level of employees which are already mentioned in the literature view. **Therefore, the research hypothesis 3 that is there is a significant relationship between employee engagement and commitment is accepted and proven to be true**

ANALYSIS 5 : IMPACT OF INCOME ON EMPLOYEE ENGAGEMENT AND COMMITMENT

INCOME ON EMPLOYEE ENGAGEMENT

TABLE 7: DESCRIPTIVE STATISTICS OF INCOME ON EMPLOYEE ENGAGEMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	60	24.4667	8.34727	1.07763	22.3103	26.6230	16.00	50.00
2	80	25.9250	9.72114	1.08686	23.7617	28.0883	16.00	50.00
3	96	22.6667	8.35107	.85233	20.9746	24.3588	13.00	52.00
4	64	35.0625	13.62989	1.70374	31.6579	38.4671	14.00	55.00
Total	300	26.5400	11.01573	.63599	25.2884	27.7916	13.00	55.00

TABLE 8: ANOVA OF INCOME ON EMPLOYEE ENGAGEMENT

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	6376.953	3	2125.651	21.039	.000
Within Groups	29905.567	296	101.032		
Total	36282.520	299			

TABLE 9: MULTIPLE COMPARISONS OF INCOME ON EMPLOYEE ENGAGEMENT

SUM_EMPENG		Tukey HSD				
(I) INC	(J) INC	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-1.45833	1.71662	.831	-5.8935	2.9769
	3	1.80000	1.65417	.697	-2.4739	6.0739
	4	-10.59583 [*]	1.80624	.000	-15.2626	-5.9291
2	1	1.45833	1.71662	.831	-2.9769	5.8935
	3	3.25833	1.52162	.143	-.6730	7.1897
	4	-9.13750 [*]	1.68569	.000	-13.4928	-4.7822
3	1	-1.80000	1.65417	.697	-6.0739	739
	2	-3.25833	1.52162	.143	-7.1897	.6730
	4	-12.39583 [*]	1.62205	.000	-16.5867	-8.2050
4	1	10.59583 [*]	1.80624	.000	5.9291	15.2626
	2	9.13750 [*]	1.68569	.000	4.7822	13.4928
	3	12.39583 [*]	1.62205	.000	8.2050	16.5867

TABLE 10: SUM_EMPENG OF INCOME ON EMPLOYEE ENGAGEMENT

INC	N	Subset for alpha = 0.05	
		1	2
3	96	22.6667	
1	60	24.4667	
2	80	25.9250	
4	64		35.0625
Sig.		.209	1.000

INTERPRETATION

The statistical output is shown above. ANOVA was performed and the results for different characteristics are shown in the above table. In the Descriptive Statistics box above, the mean for the income level less than 20,000 is 24.47 and standard deviation is 8.34, the mean for the income level between 20,000-30,000 is 25.92 and standard deviation is 9.72, the mean for the income level between 31,000-40,000 22.67 and standard deviation is 8.35 and the mean for the income level above 41,000 is 35.06 and standard deviation is 13.62. The number of participants in each condition (N) is 60, 80, 96 and 64.

There was a statistically significant difference between groups as determined by one way ANOVA. $F = 21.04$, $p < 0.05$. Employees were most engaged with income more than 41,000 than the other three income groups. The Tukey post hoc tests indicated that there exists no significant impact of all the other income groups on employee engagement level as the p value is greater than 0.05 in all the other cases ($p = 0.83, 0.69, 0.14$). This shows that income category 1, 2 and 3 are not different from each other on their impact on employee engagement levels and hence can be dubbed as one category (0-40,000) and income 4 category is significantly higher than the other income groups. The results showed a significant outcome, which means that the employees who earn more are more engaged and significantly differ in their opinion from the employees who earn comparatively less.

INCOME ON EMPLOYEE COMMITMENT

TABLE 11: DESCRIPTIVE STATISTICS OF INCOME ON EMPLOYEE COMMITMENT

	N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound		
1	60	43.5000	3.38241	.43667	42.6262	44.3738	36.00	51.00
2	80	42.5000	3.24525	.36283	41.7778	43.2222	35.00	49.00
3	96	42.1667	3.82971	.39087	41.3907	42.9426	32.00	52.00
4	64	50.8438	5.17693	.64712	49.5506	52.1369	41.00	61.00
Total	300	44.3733	5.19267	.29980	43.7833	44.9633	32.00	61.00

TABLE 12: MULTIPLE COMPARISONS OF INCOME ON EMPLOYEE COMMITMENT

(I) INC	(J) INC	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	1.00000	.67243	.447	-.7373	2.7373
	3	1.33333	.64797	.170	-.3408	3.0075
	4	-7.34375*	.70753	.000	-9.1718	-5.5157
2	1	-1.00000	.67243	.447	-2.7373	.7373
	3	.33333	.59604	.944	-1.2067	1.8733
	4	-8.34375*	.66031	.000	-10.0498	-6.6377
3	1	-1.33333	.64797	.170	-3.0075	.3408
	2	-.33333	.59604	.944	-1.8733	1.2067
	4	-8.67708*	.63538	.000	-10.3187	-7.0354
4	1	7.34375*	.70753	.000	5.5157	9.1718
	2	8.34375*	.66031	.000	6.6377	10.0498
	3	8.67708*	.63538	.000	7.0354	10.3187

TABLE 13: SUM_EMPCOM OF INCOME ON EMPLOYEE COMMITMENT

INC	N	Subset for alpha = 0.05	
		1	2
3	96	42.1667	
2	80	42.5000	
1	60	43.5000	
4	64		50.8438
Sig.		.176	1.000

INTERPRETATION

The statistical output is shown above. ANOVA was performed and the results for different characteristics are shown in the above table. In the Descriptive Statistics box above, the mean for the income level less than 20,000 43.50 and standard deviation is 3.38, the mean for the income level between 20,000-30,000 is 42.50 and standard deviation is 3.24, the mean for the income level between 31,000-40,000 42.17 and standard deviation is 3.83 and the mean for the income level above 41,000 is 50.84 and standard deviation is 5.18. The number of participants in each condition (N) is 60, 80, 96 and 64.

There was a statistically significant difference between groups as determined by one way ANOVA. $F = 62.94$, $p < 0.05$. Employees who were earning more than 41,000 were more loyal and committed to the organization than the other three income groups. The Tukey post hoc tests indicated that there exists no significant impact of all the other income groups on the commitment level as the p value is greater than 0.05 in all the other cases ($p = 0.94, 0.45, 0.17$). This shows that income category 1, 2 and 3 are not different from each other on their impact on commitment levels and hence can be dubbed as one category (0-40,000) and income 4 category is significantly higher than the other income groups. The results showed a significant outcome, which means that the employees who earn more are more committed to the organization and significantly differ in their opinion from the employees who earn comparatively less.

Therefore, the research hypothesis 4 that is there is a significant difference across employees with different level of income in predicting overall employee engagement and commitment level of employees is accepted and proven to be true.

FINDINGS OF THE STUDY

A key finding of the research is that Engagement is largely driven by the extent to which employees feel they are appreciated by, and involved with, their organization

- Employees of telecom sector have a lower level of employee engagement as the employee engagement score given by the employees is statistically and significantly lower than neutral which indicates that the employees of the telecom sector are disengaged and dissatisfied due to the following reasons such as:
Their relationship with the immediate supervisor, when their needs aren't being met in the workplace. Common needs such as social support, resources and information, knowledge and development, and flexibility. When employees feel less involved and empowered at work and they don't love what they are doing or no longer find their work mentally stimulating or exciting. In general, the work is no longer thrilling to them. When employees feel insignificant, and uncared in organizations.
- Employees of telecom sector have a lower level of organizational commitment as the organizational commitment score given by the respondents is statistically and significantly different from neutral which indicates that majority of the employees are not loyal to their organization and would leave their existing workplace if the right opportunity came along due to the subsequent reasons such as career frustration, boredom, cynicism, indiscriminate, ample benefits, job security, and a clean and secure work environment.
- There is a positive significant relationship between employee engagement and organizational commitment but the relationship is weak indicating that there are other factors influencing employee engagement and commitment level of employees such as transparency in communication, conveyance of expectations, congratulations or recognition, contributions, control over own job, teamwork between employees, credibility in leaders, confidence in the company, leadership, empowerment to the employees, job satisfaction, equal opportunities, fair treatment, performance management, compensation.
- The demographic characteristics of the employees, experience and income significantly influence employee engagement and commitment.
- The employees who have high earnings significantly differ in their opinion from the employees who earn comparatively less i.e. the employees who earn more are more engaged and do have commitment and involvement towards their work compared to others because of the financial incentives they get like the cash bonus, increased base pay, and stock options.
- The employees who have more experience significantly differ in their opinion from the employees who have less experience. That is, the employees with more experience show positive employee engagement and commitment towards their job compared to those who have less experience because of the Career advancement opportunities, the work itself, Opportunities to use their skills and abilities

CONCLUSION OF THE STUDY

Organizations have to give their employees the freedom to make their work thrilling and an environment having an engaged work life. Workforce or the employees are the assets of the organization and if they are not given a space whereby they can make a perfect merge of both work and fun, optimum

performance from them may be difficult. Thus organizations should realize the importance of employees, more than any other variable, and try to engage them to the utmost possible level by suitable measures. Organizations and employees share a symbiotic relation, where both are dependent on each other to gratify their needs and goal. Therefore employee engagement should not be a onetime process, but a continuous process of learning, development and action. In recent years, many organizations have shown the concern about the significance of having an engaged and satisfied employees. However, employee engagement and commitment have been less researched in the Telecom sector.

The findings of this study concluded that employee engagement and commitment level is very low in the telecom sector and is highly significant. The Pearson Product Moment Correlation method was used to find out the correlation between the factors of commitment and factors of engagement and it was concluded statistically, there is a significant positive correlation between commitment and employee engagement which is very weak. The demographic variables were also studied which influences the employee engagement and commitment. The findings of the present study points out the need for organizations to endow with employees with the necessary resources that leads to affective psychological work related state of mind and likely to encourage employees to actively express and devote themselves emotionally, cognitively, and physically in their role performance needed to carry out their work since it has substantial effects on the employee engagement and organizational commitment.

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