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**HYPOTHESES**

**RESEARCH METHODOLOGY**

**RESULTS & DISCUSSION**

**FINDINGS**

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- 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.

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- 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.

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**EMPLOYEE ENGAGEMENT WITH SELECTED FACTORS AT BSNL, HYDERABAD- AN EMPIRICAL STUDY****P. LAKSHMI NARAYANAMMA****ASST. PROFESSOR****SCHOOL OF MANAGEMENT STUDIES****SREENIDHI INSTITUTE OF SCENCE AND TECHNOLOGY****YAMNAMPET****ABSTRACT**

*Employee Engagement is the level of commitment and involvement of an employee towards organization and its values. An engagement of employees 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. The organization must work to develop and nurture engagement which requires a two way relationship between employer and employee. Thus the objective of this research paper is to explore the job satisfaction of employees when involved in organizational matters, Samples of respondents are interviewed with the help of structured questionnaire and data is presented in the form of tabulations with statistical tools. The paper includes employee engagement with selected factors at BSNL, Hyderabad.*

**KEYWORDS**

Commitment, Decision Making, Employee Engagement, Job Satisfaction.

**INTRODUCTION**

The best companies now know, without a doubt, where productivity—real and limitless productivity—comes from. It comes from challenged, empowered, excited, rewarded teams of people. It comes from engaging every single mind in the organization, making everyone part of the action, and allowing everyone to have a voice—a role—in the success of the enterprise. Doing so raises productivity not incrementally, but by multiples.”

- Jack Welch, Former Chairman and CEO of General Electric, Human Resources, 10 September 2003

Employee Engagement is the process whereby employees are involved in decision making processes, rather than simply acting on orders. Employee participation is part of a process of empowerment in the workplace. Employee participation is in part a response to the quality movement within organizations. Individual employees are encouraged to take responsibility for quality in terms of carrying out activities, which meet the requirements of their job. Employee participation is also a part human resource development in modern organizations. Employees are trusted to make decisions for themselves and the organization. This is a key motivational tool.

The extent that an employee believes in the mission, purpose and values of an organization and demonstrates that commitment through their actions and their attitude towards the employer (both internal & external) will determine the employee satisfaction towards his/her work. Employee engagement is high when the statements and conversations held reflect a natural enthusiasm for the company, its employees and the products or services provided.

**REVIEW OF LITERATURE**

In a recent research by Hewitt Associates, it was found that, companies who are better able to engage their employees are better equipped to deliver superior business performance and returns to share holders. It was found that employee engagement is a key driver of double-digit growth companies. Paul bernthal of Development Dimensions International Inc., found that companies, which score high on employee engagement have more satisfied employees who are less likely to quit, are more productive.

Josh Greenberg, president of Alpha Measure Inc., points out that engaged employees will stay with the company, be an advocate of the company and its products and services, and contribute to bottom line business success. Engaged employees also normally perform better and are more motivated. There is a significant link between employee engagement and profitability. Employee engagement is critical to any organization that seeks not only to retain valued employees, but also increase its level of performance.

The Towers Perrin Talent Report, 2003 found significant relationship between employee engagement levels and financial performance of companies. They found that as engagement decreases employees’ propensity to leave the organization and increase their orientation to meet customer needs. It was also found that the cost of production decreases as employees become more engaged in their work.

**RESEARCH METHODOLOGY****NEED FOR THE STUDY**

Most organizations today realize that ‘satisfied’ employee is not necessarily the ‘best’ employee in terms of loyalty and productivity. It is only ‘engaged employee’ who is intellectually and emotionally bound with the organization, feels passionately about its goal and is committed towards its value who can be termed thus. He goes the extra mile beyond the basic job responsibility and is associated with the actions that drive the business. Moreover, in the terms of diminishing loyalty, employee engagement is a powerful retention strategy. The fact that it has a strong impact on the bottom-line adds to its significance.

**SCOPE OF THE STUDY**

The purpose of this study is to highlight” the job satisfaction of employees when engaged in organizational policies. The study explores various related issues like Employee commitment, senior management support, openness and trust of employees etc. The scope of the study is restricted to selected organization i.e., BSNL, Hyderabad.

**DATA SOURCE**

The present research being descriptive in nature mainly depends upon primary and secondary sources of data. The secondary information is collected from Journals, Thesis, reports and websites. Primary data was collected using the structured questionnaire.

**RESEARCH INSTRUMENT**

The questionnaire is fully structured. The field work was carries for a period of 2 months. The approximate time taken to fill a questionnaire is two to three days. To study the opinion of the respondents towards engagement in organizational policies, a five-point scale (Strongly agree, Agree, Neither agree or nor disagree, Disagree, Strongly disagree) is adopted to study the relationship amd variation of respondents.

**SAMPLING PROCEDURE AND SAMPLE SIZE**

The sampling procedure chosen for the study is simple random sampling. A sample of 50 respondents was taken for the study.

**STATISTICAL TECHNIQUES USED FOR ANALYSIS**

The data is analyzed by using Mean, Standard Deviation, Coefficient of Variation and Coefficient of correlation. The methodology adopted for collecting the primary data is through questionnaire method. Questionnaire is designed using objective type questions mostly of multiple choices, keeping in view the time availability at the disposal of the decision maker. Questions designed are simple and specific, to generate response according to the objectives. Questionnaire is arranged in a logical order, logical to the respondent and proper care has been taken to avoid ambiguity in responses and at the same time enabling the respondents to answer the questions easily and quickly with the time available at their disposal.

**LIMITATIONS OF THE STUDY**

Some of the respondents may be biased towards the responses given. Some of the responses given may not be the true indicative of their preferences and influences on the performance. This can happen as the questionnaire is highly structured, and there is a possibility of the respondents choosing one of the alternatives at random mechanically without applying much thought. This study is limited to BSNL; Hyderabad hence, the results of the study cannot be generalized. Due to time and cost constraint, the study is restricted only to certain selected respondents all are educated.

**OBJECTIVE OF THE STUDY**

To study the job satisfaction of employees when engaged in organizational policies.

**HYPOTHESIS**

The following hypotheses have been chosen to achieve the stated objectives of the research.

H0: There is no significance variation in job satisfaction of employees when engaged in organization policies.

H1: There is significance variation in job satisfaction of employees when engaged in organization policies.

**RESULTS AND DISCUSSIONS**

Here

X means number of respondents = Arithmetic mean

x means  $(X - \mu)$

**TABLE I: MEAN, STANDARD & COEFFICIENT OF VARIATION OF JOB SATISFACTION**

S.NO.	FACTORS	Great Extent	Reasonable Extent	Fair Extent	Little Extent	Strongly Disagree
1	Total Frequency	334	342	194	118	12
2	Mean	33.4	34.2	19.4	11.8	1.2
3	Assumed Mean $\mu$	33	34	19	12	1
4	$x=(X-\mu)^2 \sum x^2$	1492	420	450	1004	18
5	$\sigma$	12.2148	6.4808	6.7082	10.0199	1.3416
6	$CV=(\sigma/\bar{X})*100$	36.5713	18.9497	34.5784	84.9144	111.80

**TABLE II: MEAN, STANDARD & COEFFICIENT OF VARIATION OF EMPLOYEE INVOLVEMENT**

S.NO.	FACTORS	Strongly agree	Agree	Neither agree or nor disagree	Disagree	Strongly Disagree
1	Total Frequency	144	388	98	146	24
2	Mean	18	48.5	12.25	18.25	3
3	Assumed Mean $\mu$	18	49	12	18	3
4	$x=(X-\mu)^2 \sum x^2$	64	744	420	380	24
5	$\sigma$	2.8285	9.6437	6.9642	6.8921	1.7351
6	$CV=(\sigma/\bar{X})*100$	35.3554	19.8839	59.1485	37.7646	57.7351

**TABLE III: COEFFICIENT OF CORRELATION BETWEEN JOB SATISFACTION AND EMPLOYEE INVOLVEMENT**

	Job satisfaction X	Employee involvement Y	$x=X-\bar{X}$	$x^2$	$y=Y-\bar{Y}$	$y^2$	by
Strongly Agree	33	18	13	169	-2	4	-26
Agree	34	49	14	196	29	841	406
Neither Agree nor Disagree	19	12	-1	1	-8	64	8
Disagree	12	18	-8	64	-2	4	16
Strongly Disagree	2	3	-18	324	-17	289	306
	$\Sigma X=100$	$\Sigma Y=100$		$\Sigma x^2=754$		$\Sigma y^2=1202$	$\Sigma xy=710$

$$r = \frac{\Sigma xy}{\sqrt{(\Sigma x^2 * \Sigma y^2)}}$$

Where

$$\bar{X} = \frac{\Sigma X}{N} = \text{mean of the difference of Job satisfaction}$$

$$x = X - \bar{X} = \text{mean deviation of Job satisfaction}$$

$$\bar{Y} = \frac{\Sigma Y}{N} = \text{mean of employee involvement}$$

$$y = Y - \bar{Y} = \text{mean of employee involvement}$$

$$\bar{X} = \frac{\Sigma X}{N} = \frac{100}{5} = 20$$

$$\bar{Y} = \frac{\Sigma Y}{N}$$



$$\begin{aligned}
 &= \frac{100}{5} \\
 &= 20 \\
 r &= \frac{\sum xy}{\sqrt{(\sum x^2 * \sum y^2)}} \\
 &= \frac{710}{\sqrt{(754 * 1202)}} \\
 &= \frac{710}{\sqrt{906308}} \\
 &= \frac{710}{952.002}
 \end{aligned}$$

$$= 0.7457$$

Since the  $r < 1$  there exists a correlation coefficient between job satisfaction and employee involvement.

t-test for the coefficient of correlation between job satisfaction and employee involvement.

$$\begin{aligned}
 t &= \frac{r}{\sqrt{(1-r^2)}} \sqrt{(n-2)} \\
 &= \frac{0.7457}{\sqrt{1-(0.7457)^2}} \sqrt{5-2} \\
 &= \frac{0.7457}{\sqrt{1-0.556}} \sqrt{3} \\
 &= \frac{0.7457}{\sqrt{0.4432}} * 1.732 \\
 &= \frac{0.7457}{0.66618} * 1.732
 \end{aligned}$$

$$\begin{aligned}
 &= 1.119 * 1.732 \\
 &= 1.938108
 \end{aligned}$$

Since the calculated value is less than the table value we reject the alternate hypothesis i.e., table value of  $t_{0.05} = 3.182 < t_{cal} = 1.938108$  we accept the null hypothesis that there is.....no significant difference in job satisfaction when employees are engagement in organization policies.

Employees are satisfied with the job satisfaction factors and are fully involved in organizational matters which indicate that organization is concentrating more on effective employee engagement practices. Though the employees are involved in the decision making process with the senior management but majority of employees are no happy with the process.

It is recommended that, the company needs to provide opportunities for personal and professional growth with clear guidelines and direction to their employees to meet the future demands.

## CONCLUSION

Employee engagement is the level of commitment and involvement of an employee towards organization and its values. It is the positive attitude held by the employees. It is rapidly gaining popularity, use and importance in the workplace and impacts organizations in many ways.

At BSNL the organization is maintaining good employee relationships which benefits both organization and employees. It is better to invite employee suggestions and through implementing good suggestions it can create trustworthiness which leads to employee involvement and commitment.

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