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### A Study of Learning & Development, Team Work, Work Culture & Leadership as well as Demographic Characteristics of Employees on Engagement Level of Employees in Telecom Organisation in Pune

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#### ABSTRACT

Employee engagement has evolved significantly and has become a buzz word in recent past in Human Resources field. Employee engagement measures the level of commitment and involvement of an employee towards the organization. An engaged employee is aware of organisation goals and works towards for achieving it by improving his work performance. The employee engagement creates a positive atmosphere in the work culture and it increases the productivity of the employees and their commitment towards the organisation.

This study focuses on the specific factors which affect the employee engagement pertaining to the Telecom Organisations and what the organisation needs to do to ensure that their employees are engaged positively. The focus of the organisation towards employee engagement results into increasing the productivity, profit, quality, customer satisfaction, and employee retention as well as organisations market value.

#### 1. Introduction

The success and failure of the organisation is directly related to the employee engagement. The engaged employee whole heartedly work towards the

organisations goal and is committed, emotionally attached to the work as well as the organisation. The engaged employee are always concerned about the future of the organisational and are willing to go extra mile for achieving their productivity. Engaged employee works with passion and has the feeling of belongingness towards the organisation. They drive towards innovation and always are positive about the outcome.

While in contrast to this, non-engaged employees are always laggard in their approach towards commitment, passion is lacking into their day to day work.

Actively disengaged employees are those who are not happy towards their work but they always show they are busy and lack every commitment towards the organisation.

## **2. Review of Literature**

Employee engagement is a phenomenon which includes many / different ideas such as commitment, loyalty , performing extra than the demand of role and thereby satisfaction. An engaged employee strives hard to meet the organization's needs, takes new initiative, always imbibe organization's culture and always keep himself focused , also he believes he can make a difference & makes organisation achieve the goals. In practice, organizations typically define engagement as being a part of the organization, having pride and loyalty in the company, being committed, and going "above and beyond the call of duty". Kahn (1990) defined employee engagement as 'the harnessing of organization members' selves to their work roles.

In engagement, the employees is always concern and work physically, emotionally and performance his role. He always have beliefs in the organization, its leaders and working conditions and also always positive about the future. According to Kahn (1990), engagement means to be psychologically as well as physically present when occupying and performing an organizational role.

Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward (Gallup, 2004). In contrast to this, not-engaged employees are just pass by they during their working hours. They don't exhibit have passion and energy through their workday. They don't have proper professional relationship with their managers or with their colleagues. Actively disengaged employees are those which are not at all happy at work, they just show and act like they are very busy but they lack all sort of commitment towards their duty.

It is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context and works with colleagues to improve performance within the job for the benefit of the organization. According to Maslach et al. (2001), six areas of work-life lead to either burnout or engagement: workload, control, received fairness and values.

They argue that job engagement is associated with a sustainable workload, feelings of choice and control, appropriate recognition and reward, a supportive work community, fairness and justice, and meaningful and valued work. Like burnout, engagement is expected to mediate the link between these six work-life factors and various work outcomes.

Almost all the studies on employee engagement very clearly shows the benefits of having an engaged workforce. Research indicates that by better understanding engagement, new strategies could be developed that would increase levels of employee engagement, thereby possibly decreasing the costly negative effects of burnout for employees in the human services field. Unfortunately, research that examines staff engagement specifically in the human services field is extremely limited. Additional research is needed to further our knowledge of engagement in human services settings and to identify what the predictors and consequences of engagement might be. This study has made an attempt to study about the impact of certain variables namely Learning and Development , Team Work, Work Culture and the Leadership on employee engagement.

### **3. Indian Telecom Scenario with respect to Employee Engagement**

Indian Telecom Organization are going through turbulent time after the 3G and 4G implementation. Specifically after entry of Jio in Telecom market , the dynamics of business has changed. The consolidation of many telecom companies have happened in recent times. The no of operators providing services in many states have reduced from average 7-8 companies to average 4 companies now. Due to this many of the employees of the telecom and their vendor organisation have faced and are still facing crises situation as jobs and related work are drying down. This has generated a fear psychosis in employees mind.

While the employees are going through this insecure phase, the organisations are also finding out new ways, to motivate the employees and ensuring they are properly engaged.

### **4. Objective of the Study**

The main objective of this study is find out the impact of Learning and Development , Team Work, Work Culture and the Leadership as well as to study the impact of demographic characteristic's of employee's on the employee engagement in Telecom Organisation

### **5. Method of Research**

The method used in this study is Survey method. Here the Structured Questionnaire was developed and the responses was collected though online survey.

### 5.1 Data Collection

The study used mixed data collection techniques, which are both primary and secondary sources, to gather the data relevant for the research study. The primary data was collected by using closed-ended questionnaires. These questionnaires were distributed among the employees of managerial grade and above. Both private and government telecom companies were considered for the study purpose.

The Telecom organisation included in the Study are - the Telecom Service Provider, the Telecom Equipment Provider, The Telecom Infrastructure provider. Total 400 employees, who included top management, middle management and lower middle management of these organisation responded to the survey. Employees of all the Five Telecom Organisation, Eight Telecom Equipment Provider, Five Telecom Infrastructure provider companies employee's participated in the Survey.

### 5.2 Sampling Technique

The sampling technique used is a judgemental non-probability sampling. This method is used because the researcher chooses only employees with a managerial grade or above with the purpose of knowing their opinions regarding the factors that influence Employee Engagement in the Telecom Industry with special reference to Pune City. In this method of sampling, the researcher comprehends the areas that need to be explored and then discovers the individuals who are willing and can provide the relevant information.

## 6. Data analysis and Interpretation

### 6.1 Analysis of Demographic Characteristics of Employee

No.	Particulars	No. of respondents	Percentages
<b>1</b>	<b>GENDER</b>		
	Male	312	78
	Female	88	22
	<b>Total</b>	<b>400</b>	<b>100</b>
<b>2</b>	<b>AGE GROUP</b>		
	21 - 30 years	125	31.3
	31 - 40 years	206	51.5
	41 - 50 years	45	11.3
	51 - 60 years	19	4.8
	More than 60 years	5	1.3
	<b>Total</b>	<b>400</b>	<b>100</b>
<b>3</b>	<b>INCOME GROUP</b>		
	Less than 5,00,000	136	34.0
	5,00,000 - 10,00,000	190	47.5
	10,00,000 - 20,00,000	26	6.5
	20,00,000 - 30,00,000	18	4.5
	More than 30,00,000	30	7.5
	<b>Total</b>	<b>400</b>	<b>100</b>

<b>4</b>	<b>EDUCATIONAL QUALIFICATION</b>		
	Bachelor Degree	244	61.0
	Master's degree	147	36.8
	Master degree and above	9	2.3
	<b>Total</b>	<b>400</b>	<b>100</b>

*Source: Primary data*

The demographic characteristics found out from the survey of employees as shown in the above table can be interpreted as below :

- a. The survey found that 78 % of the employees are male and 32 % are female. It indicates that there are more male employees than female employees working in the Telecom Organisation
- b. About 51.5% of the respondents were aged between 31 – 40 years and totally 82.8% employees are below 40 years of age
- c. About 47.5% of the respondents had income between 5 – 10 lacs and total 81.8% employees in managerial grade have income upto 10 Lacs
- d. About 61.0% of the respondents were educated up to bachelor degree and 36.8% are having Master’s Degree

**6.2 Independent Sample T test and ANOVA**

(A) In order to test whether there is significant difference between the Gender and employee engagement, an independent analysis was applied by using SPSS.

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Employee engagement	Equal variances assumed	23.648	.000	1.944	398	.053	.11620	.05977	-.00130	.23370
	Equal variances not assumed			1.369	99.546	.174	.11620	.08491	-.05226	.28466

The T value corresponding to the mean difference in employee engagement between the gender was 1.944 and its corresponding p value was 0.053>0.05.

Since the p value was more than 0.05, we can conclude that there is a no statistically significant difference between the employee engagement of males and females.

(B) In order to test whether there is significant difference between the Age groups and employee engagement, an analysis of Variance (ANOVA) was applied by using SPSS.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.409	4	.102	.412	.800
Within Groups	98.099	395	.248		
Total	98.508	399			

The F value corresponding to the mean difference in employee engagement between the age groups was 0.412 and its corresponding p value was  $0.800 > 0.05$ .

Since the p value was more than 0.05, we can conclude that there is a no statistically significant difference between the employee engagement of different age groups.

(C) In order to test whether there is significant difference between the Education and employee engagement, an analysis of Variance (ANOVA) was applied by using SPSS.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	2.353	2	1.177	4.858	.008
Within Groups	96.155	397	.242		
Total	98.508	399			

The F value corresponding to the mean difference in employee engagement between the education level was 4.858 and its corresponding p value was  $0.008 < 0.05$ .

Since the p value was less than 0.05, we can conclude that there is a statistically significant difference between the employee engagement of different education levels.

(D) In order to test whether there is significant difference between the Income Level and employee engagement, an analysis of Variance (ANOVA) was applied by using SPSS.

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	1.120	4	.280	1.136	.339
Within Groups	97.388	395	.247		

Total	98.508	399		
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The F value corresponding to the mean difference in employee engagement between the education level was 4.858 and its corresponding p value was 0.339>0.05.

Since the p value was more than 0.05, we can conclude that there is a no statistically significant difference between the employee engagement between different income levels.

### 6.3 Multiple Regression Analysis

Multiple regression analysis is a statistical technique that can be used to analyze the relationship between a single dependent (Criterion) variable and several independent (predictor) variables. The objective of multiple regression analysis is to use the independent variables whose values are known to predict the single dependent value selected.

Here we are studying the impact of Learning and Development, Team Work, Work Culture and the Leadership on employee engagement

**Hypothesis :**

**H0:** There is no significant impact of Learning and Development, Team Work, Work Culture and the Leadership on employee engagement in telecom organisation .

**H1:** There is a significant impact of Learning and Development, Team Work, Work Culture and the Leadership on employee engagement in telecom organisation

In order to find the association between Employee engagement and all the variables, a regression analysis was applied by using SPSS.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.225	.235		.958	.340
Learning and development	.291	.101	.283	2.880	.005
Organizational culture	.301	.101	.295	2.979	.004
Leadership/company management	.069	.128	.063	.539	.591
Team-work	.411	.097	.396	4.213	.000

a. Dependent Variable: Employee engagement

From the table above we can observe that, Learning and Development, Organizational Culture and The team work had significant relationship with employee engagement whereas the leadership does not have significant relationship with employee engagement.

## 7. Conclusion

Result shows that, the demographic variables like gender, age and Income level of employees shows no statistically significant difference between the employee engagement But there is statistically significant difference between the employee engagement of different education levels.

The study also shows that we can observe that, Learning and Development, Organizational Culture and The team work had significant relationship with employee engagement whereas the leadership does not have significant relationship with employee engagement.

This implies that the telecom organisation has to work on the ensuring constant learning and development of their employees so that they are all engaged and produces better result. The study also reveals that the Organisation culture and team work also have significant impact on employee engagement and management must strive for ensuring positive and healthy work culture which will build teams and significantly improve team work.

Further, researchers in the field of HR may extend their studies to different types of organizations to different levels of employees in all sectors and help in identifying the common factors that all organizations may make.

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