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Study of Employee Engagement and Development Practices in the Indian Telecom Industry

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Abstract: **Indian Telecom Industry is, more than a century old, one of the prime support services needed for rapid growth and modernization of various sectors of the economy. The growth of the telecommunication sector has been increasing worldwide over the past few years. India also is not an exemption to this phenomenon with increased growth rate, employment generation and profitability. As a result, management of business also became more complex and challenging. Employees of these organizations play a pivotal role in sustaining this growth rate. The importance and necessity of employees have been emphasized by many researchers working in the field of management. This research is investigative in nature and evaluates the motivational level of employees of public and private sector organizations in the telecommunication industry. The motivational level is measured based on the perception of the sample population which is collected through a questionnaire survey.**

Keywords: **Indian Telecom Industry, Employee development practices, BSNL, MTNL, Huawei.**

1. Introduction

Employee engagement is nothing but emotionally and positively attached to an employee towards the organization such as the telecom industry, so with the help of this survey we will be able to know the degree of engagement of the employees in infinite skills and we can study the methods to increase the engagement level in the telecom industry which will definitely be helpful to employer as well as employees in the telecom industry. These are some main practices of the employee engagement in the regard of telecom industry which is given below

A. To achieve the required goal

Employee engagement is a complex equation that reflects each individual's unique, personal relationship with work. Theses term mean different things to the different telecom industry. Some equate it with job satisfaction, some by gauging employee's emotional commitment to their telecom industry but a conclusive nature and definition of the same cannot be obtained. To make an effort it can be defined as aligning employees' values, goals, and aspirations with those of the telecom industry in the best method for achieving the sustainable employee engagement requires for the telecom industry to reach its goals.

B. Desired work to each employee

Employee engagement also called work engagement or

worker engagement is a business management concept. An 'engaged employee' is one who is fully involved in, and enthusiastic about, his or her work, and thus will act in a way that further their telecom industry's interest.

C. To achieve rapport relation among employer and employees

Employee engagement is the strategy, by which the telecom industry seeks to build a partnership between the telecom industry and its employees, such that: Employees fully understands and is committed to achieving the telecom industry objectives and the telecom industry respects the personal aspirations and ambitions of its employees. It is seen largely the telecom industry's responsibility to create an environment and culture conducive to this partnership.

D. Categories of employee engagement engaged

1) Engaged

"Engaged' employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their telecom company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their telecom industry forward.

2) Not Engaged

"Not-engaged" employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. Employees who are not engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their co-workers in the telecom industry.

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3) Disengaged

The "actively disengaged" employees are the "cave dwellers." Actively they're "Consistently against Virtually Everything." They're not just unhappy at work they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their 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 the telecom industry's functioning.

2. Literature survey

The telecom services have been recognized the world over as an important tool for socio-economic development of a nation. It is one of the prime support services needed for rapid growth and modernization of various sectors of the economy. India is the world's second-largest telecommunications market, with 915 million subscribers as of December 2013[1]. The Indian telecom sector is witnessing great competition. MTNL (Mahanagar Telephone Nigam Ltd.) and BSNL (Bharat Sanchar Nigam Ltd.) is the major public players, whereas Bharti Airtel, Idea, Vodafone, Reliance Ltd. are the leading private players in the telecom sector in India. Despite the fact that the Indian telecom industry in the public sector has a huge infrastructure and had an early mover advantage, its performance is low as compared to its counterpart in the private sector. The financially-stressed public sector telecom companies that together have a debt of Rupees 21,208 crore are facing declining revenue. BSNL's subscriber market share stands at about 11% as of May 2014, down from about 15% in 2009. On the other hand, MTNL's subscriber share has been halved to 4.8% from about 11% in the same time [2]. In spite of the public sector having the inherent advantages of being a pioneer in the trade, one of the key factors behind its low performance, is the lack of motivation amongst its human resources. Amongst various reasons cited by different researchers for low motivation and satisfaction of the employees such as job content, financial rewards, social atmosphere, work-life balance, personal characteristics [3] one of the much-unexplored reasons is the lack of developmental opportunities.

A. Indian telecom industry

The Indian telecom sector is more than 160 years old. It started when the East India Company had introduced telegraph services in India, beginning with the commissioning of the first telegraph line between Kolkata and Diamond Harbor in 1839. In 1948, India had only 0.1 million telephone connections with a telephone density of about 0.02 telephones per hundred population. Since then, India has come a long way. According to TRAI report 2014[1], a total number of mobile phone subscribers reached 915 million at the end of December 2013. The mobile tele density had increased to 74.02% in December

2013. Telecom services in India can be basically divided into two major segments: a) Telephones, Wireline and Wireless b) Internet services.

B. The emergence of public and private service providers

Telecom services and most of the manufacturing activities related to the sector were totally under the Government domain till telecom reforms began in the 1980s with the launch of the "Mission Better Communication" programme. Private manufacturing of equipment for customers' use was allowed in 1984 and the Centre for Development of Telematics (C-DOT) was established for the development of indigenous technologies. Two large corporate entities were spun off from DoT, viz, the Mahanagar Telephone Nigam Limited (MTNL) in February 1986 for Delhi and Mumbai and the Videsh Sanchar Nigam Limited (VSNL) in March 1986 for all international services. As a part of the continuing process of telecom reforms and in pursuance of the New Telecom Policy 1999 (NTP-99), the Department of Telecom Services (DTS) and the Department of Telecom Operations (DTO) were carved out from DoT in October 1999 for providing telecommunication services in the country. DTS and DTO were finally corporatized into a wholly owned Government Company, namely, the Bharat Sanchar Nigam Limited (BSNL) incorporated on 15 September 2000and their business was transferred to this Company with effect from 1 October 2000. The creation of BSNL was expected to provide a level playing field in all areas of telecom services, between government operators and private operators. The entry of private service providers brought with it the inevitable need for independent regulation. The Telecom Regulatory Authority of India (TRAI) was, thus, established with effect from 20th February 1997 by an Act of Parliament, called the Telecom Regulatory Authority of India Act, 1997, to regulate telecom services, including fixation/revision of tariffs for telecom services.

C. Mahanagar telephone nigam ltd (MTNL)

MTNL is a state-owned Indian telecom services provider. It provides a range of telecom services including fixed line, mobile, broadband and national and international long distance. At the end of March 2013, the company had 1.12 million broadband subscriptions, 4.99 million mobile subscriptions and 3.46 million fixed-line subscriptions.

D. Bharat sanchar nigam ltd. (BSNL)

Bharat Sanchar Nigam Limited is a state-owned telecommunications company headquartered in New Delhi, India. BSNL is one of the largest Indian cellular service providers, with over 83.6 million subscribers as of January 2011, and the largest land line telephone provider in India. BSNL, then known as the Department of Telecommunications, had been a near monopoly during the socialist period of the Indian economy. During this period, BSNL was the only telecom service provider in the country. MTNL was present only in Mumbai and New Delhi. During this period BSNL

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operated as a typical state-run organization, inefficient, slow, bureaucratic, and heavily unionized. As a result, the subscriber had to wait for as long as five years to get a telephone connection. The corporation tasted competition for the first time after the liberalization of Indian economy in 1991. Faced with stiff competition from the private telecom service providers, BSNL has subsequently tried to increase its efficiency. The corporation (then DoT), however, failed to achieve the egalitarian growth and India languished among the most poorly connected countries in the world. BSNL was born in 2000 after the corporatization of DoT. The corporatization of BSNL was undertaken by an external international consulting team consisting of a consortium of A.F.Fergusonand Co, JB Dadachanji and NM Rothschild - and was probably the most complex corporatization exercise of its kind ever attempted anywhere because of the quantum of assets (said to be worth USD 50 billion in terms of breakup value) and over half a million directly and indirectly employed staff. Satish Mehta, who led the team, later confessed that one big mistake made by the consortium was to recommend the continuation of the state and circle based geographical units which may have killed the synergies across regions and may have actually made the organization less efficient than had it been a seamless national organization [4].

E. Huawei telecommunication

Huawei is a leading global information and communications technology (ICT) solutions provider, driven by a commitment to sound operations, ongoing innovation, and open collaboration, Huawei have established a competitive ICT portfolio of end-to-end solutions in telecom and enterprise networks, devices, and cloud technology and services. Huawei's ICT solutions, products, and services are used in more than 170 countries and regions, serving over one-third of the world's population. With 180,000 employees, Huawei is committed to enabling the future information society and building a better-connected world. Huawei is working to enable the industrial digitization process. As part of this commitment, Huawei has developed the global industry vision (GIV) as a blueprint for future ICT industry development based on statistical analysis and scenario-based projections. The year 2025 will be an age of "+ intelligence", where ubiquitous, efficient, and intelligent connections will fuel the development of all industries. Huawei advocates openness, collaboration, and shared success. Through joint innovation with our partners and peers, Huawei is expanding the value of information and communications technology to establish a robust and symbiotic industry ecosystem perhaps, more importantly, Huawei delivers innovative ICT solutions that drive the digital transformation of all industries, thereby fostering economic growth and greatly improving the quality of people's lives. As a responsible corporate citizen, Huawei has made a significant contribution to bridging the digital divide, leaving our mark in places as remote as Mount Everest and the Arctic Circle. Huawei is keenly aware of the importance of telecommunications in emergency response situations. Having faced Ebola-affected areas in West Africa, nuclear contamination after the Japanese tsunami, and the massive earthquake that struck Sichuan, China, Huawei hold fast in disaster zones to help restore communications networks and ensure the reliable operation of essential telecom equipment. To further promote sustainability, Huawei help develops the next generation of ICT talent with our global seeds for the future program, in which Huawei give college students from 96 different countries and regions around the globe the opportunity to visit Huawei headquarters, undergo training, and gain first-hand experience in the ICT industry. In 2016, Huawei's carrier, enterprise, and consumer business groups (BGs) each achieved solid year-on-year growth. Group annual revenue was CNY521.6 billion (US$75.1 billion), an increase of 32% over 2015.

3. Research methodology

The motivational levels of employees working in tele-communication sector in India is measured based on the views and opinions of the employees [5] [6] working in various telecommunication organizations across India. The data was collected from the sample population through questionnaire survey. There are some points given below which are very helpful to make this paper successful.

A. Sample selection

The data has been collected from the employees from middle and top-level Infinite Skills.

B. Sample size

The universe is about 500 employees working in infinite skills. All of them were provided with a questionnaire. However, only 460 of them have responded. Thus, the sample size of our selection is 460.

C. Data collection

Collection of data is done by primary data through Questionnaire. The questionnaire consisted of a 9-item scale to measure employee engagement using 5-point Linker scale.

D. Data analysis

After data collection, analysis on employer's views, ideas and opinions was done which would help infinite skills.

E. Sampling technique

Using simple random sampling technique 460 respondents were selected.

F. Data interpretation

Interpretation of data is done by using statistical tools like Pie diagrams, and also using descriptive statistic tools (by using these techniques) accurate information is obtained.

G. Classification & tabulation of data

The collected data were classified according to the categories & the summary tables were prepared.

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4. Data analysis and interpretation

In this section, we will discuss the collected data and its interpretation which was asked to different persons worked on the different private telecom industry [7]. Thus, we have obtained data through questionnaire survey on employee engagement and the following response is given corresponding to each question as

A. *Responses corresponding given questions*
- R.1: Strongly disagree
- R.2: Neither agrees nor disagrees
- R.3: Disagree
- R.4: Agree
- R.5: Strongly agree

1) *I have the opportunity to do what I do best every day at work.*

Table 1
R.1	R.2	R.3	R.4	R.5
0%	11%	2%	30%	57%

Interpretation: A good way of promoting this is to discuss what each person believes his or her leading strengths are, in terms of skills, knowledge, and innate talents. Writing these strengths down often helps. From this question, 87% agreed with the fact that has ample opportunities to prove themselves daily throughout different projects and assignments. On the other hand, only 2% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

2) *In the last seven days, I have received recognition or praise for doing good work*

Table 2
R.1	R.2	R.3	R.4	R.5
3%	13%	19%	23%	42%

Interpretation: Workplaces that excelled in this question relied on forms of recognition that are specific, predictable, frequent, and immediate. Many wonder how often people should be praised, but a good rule of thumb is about once a week. From this question, 65% agreed with the fact that in the last seven days, they got Kudos for their performances. On the other hand, only 22% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

3) *My supervisor, or someone at work, seems to care about me as a person*

Table 3
R.1	R.2	R.3	R.4	R.5
4%	12%	8%	36%	40%

Interpretation: A productive workplace is one in which people feel safe. It is said that "people leave managers, not a company". Relationships are the bond that holds great workplaces together. From this question, 76% agreed with the fact that they are cared for by their supervisors or someone who is superior to them. It motivates the employees more and the outcome brings positive

impact for the company. On the other hand, only 12% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

4) *There is someone at work who encourages my development*

Table 4
R.1	R.2	R.3	R.4	R.5
2%	30%	8%	28%	32%

Interpretation: From this question, 60% agreed with the fact that their development is backed by someone superior from the organization. It motivates the employees more and the outcome brings positive impact for the company. On the other hand, only 10% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

5) *My opinions seem to count at work*

Table 5
R.1	R.2	R.3	R.4	R.5
11%	14%	7%	38%	30%

Interpretation: From this question, 68% agreed with the fact that the impotence is given to my opinion which creates a co-operative environment between company and employees. On the other hand, only 18% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

6) *The mission or purpose of my organization makes me feel my job is important*

Table 6
R.1	R.2	R.3	R.4	R.5
4%	10%	10%	50%	26%

Interpretation: This question measures a key source of motivation for workgroups —the idea that their organization represents values that they themselves share. Individual achievement is great, but we are likely to stay committed longer if we feel we are part of something bigger than ourselves. From this question, 76% agreed with the fact that their job description perfectly matches with the organization's goal. On the other hand, only 14% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

7) *My associates or fellow employees are committed to doing quality work*

Table 7
R.1	R.2	R.3	R.4	R.5
6%	13%	3%	40%	38%

Interpretation: Workgroups are capable of accurately evaluating their own performance, as well as that of their teammates. The best place to start is with customers, both internal and external. From this question, 84% agreed with the fact that all the employees are committed to doing quality work. On the other hand, only 9% of people opposed the opinion. As

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the percentage is low, so it is assumed most of the employees are engaged.

8) In the last six months, someone at work has talked to me about my progress

Table 8

R.1	R.2	R.3	R.4	R.5
2%	18%	6%	42%	32%

Interpretation: It is realized that all need feedback to know how far they have come. Everyone needs a sign to track the progress. From this question, 82% agreed with the fact that all the employees got last 6 months performance review. As it has a Quarter-wise rating, mentor program, so employees always get feedback about their work. On the other hand, only 8% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

9) This last year, I have had opportunities at work to learn and grow

Table 9

R.1	R.2	R.3	R.4	R.5
2%	8%	8%	28%	54%

Interpretation: Engaged workgroups need to feel that their job contributes in some way to their professional or personal development. Great workplaces are those in which workgroups are provided with educational opportunities. From this question, 82% agreed with the fact that they have learned a lot from last year. On the other hand, 10% of people opposed the opinion. As the percentage is low, so it is assumed most of the employees are engaged.

5. Conclusion

Every telecom industry wants to be ahead in this competitive market and for the same industry needs to have well-engaged employees. The engagement of employees depends on the different aspects (PMS, T&D and commitment) as I have studied in this research. There is no doubt that well-engaged employees are a valuable asset to the company and thereby the growth chances of the telecom industry increase simultaneously. With this effect, every telecom industry should understand the importance of engaged employees and they should implement the different policies for effective employee engagement in the telecom industry. With the help of this study I found that "Infinite Skills" has an effective engaged employee staffs which will definitely help the organization to grow in this organization.

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