



A STUDY ON ROLE OF INTRA COMMUNICATION ON EMPLOYEE ENGAGEMENT IN BSNL, HYDERABAD TELECOM DISTRICT

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ABSTRACT

Employee engagement could be a gently one of the new phenomenon that continues to gather the importance and implementation into organizations. Whereas Intra Communication is also additionally known by experts and management as the factor which is to be addressed immediately an important tool for employee engagement. In Most of the organizations, communicating effectively with their employees creates an environment where employees seem to believe in the organization's goals and thus exhibit a lot of effort throughout their workday. However, till now less scientific researchers has concentrated on the relationship between intra communication and employee engagement. Taking this into account, present research paper examined "whether there is a relationship between intra communication and employee engagement" or not. The study was targeted on identifying the vital drivers that have an effect on the level of employee engagement in BSNL (Bharat Sanchar Nigam Limited), Hyderabad Telecom District. Research was more confined to find out impact of intra communication on the three major factors of employee engagement "Commitment", "Meaningfulness of their (employees) work" and "Discretionary effort".

KEYWORDS : Employee Engagement, Intra Communication, Commitment, Discretionary Effort

INTRODUCTION

The Employee Engagement refers back to the degree of relationship between the business enterprise and its employee. An employee is alleged to be enormously engaged if he is inclined to cross beyond of what in standard is anticipated in his function. In distinct phrases, the extra attempt an employee is willing to vicinity forth determines his degree of emotional attachment to the organization. The emotional attachment manner a strong emotional bond and employee has with the organization such that he personalizes the corporation's pursuits and targets and paintings towards furthering the corporation's reputation.

There's an opportunity that an employee is probably engaged with the resource of a process and no longer via a set or vice versa. Therefore, pleasure, willpower, satisfaction and advocacy close to every the task and the enterprise constitute the principal factors of engagement. The delight refers the quantity to which a worker is totally absorbed and stimulated to take part in the mission assigned to him. The dedication is an emotional bond employee shares with the enterprise. And in the end, the worker praises his group on the grounds that he feels delight in corporation with it. He talks especially about his organisation because the exceptional region communicates vividly approximately its merchandise and services.

Intra Communication

Intra communication is operationally described as its alternate of information both informal and formal among management and personnel within the enterprise. Communications are operationally described as era and systems used for sending and receiving messages. Communications may additionally encompass newsletters, Circulars, Surveys, emails, thought containers etc. Organisational Communication makes a speciality of connecting individual employees, groups and business enterprise as a whole to facilitate realization of commonplace interest and spontaneous cooperation. According to De Ridder organisational communication is instrumental in facilitating supportive personnel.

Intra Communication a few of the workforce in organisations to utilize their set of capability and know-how by using discretionary attempt knowing employer's commercial enterprise system. This method to human aid control is probably to make contributions to prolonged financial performance of the firm. Progressive arrangements also have the competencies to increase worker morale, thereby making enhancements to performance via way of reduction in grievances and through larger effort and diligence. Researches have proven that HRM improvements not simplest outcome in tangible organizational outcomes but similarly help agencies in setting up revolutionary solutions.

BSNL at a Glance

Bharat Sanchar Nigam Ltd. Was once integrated on 15th September

2000. It took over the business of offering of telecom services and Network Management from the erstwhile significant Govt. Departments of Telecom services (DTS) and Telecom Operations (DTO), with effect from 1st October 2000 ongoing crisis groundwork. It is among the greatest & leading public sector models supplying comprehensive range of telecom offerings in India. BSNL with a company philosophy that considers Human resource as essentially the most prized belongings of the organization, it's natural for BSNL to continually hone employee knowledge, increase their talents and their capabilities and their aspirations to fruition. While BSNL goes about conducting its business events, it lays emphasis on steady enhancement of capabilities and expertise through regular coaching programmers.

Importance of the Study

Employee Engagement is a vital indicator of Organizational Success. Engaged personnel paintings with ardour and feel a profound connection to the company wherein as an actively disengaged employee aren't simply unhappy but act out their disappointment. There are many variables which can make a contribution to explaining employee engagement. These consist of coaching, career development, recognition, rewards, significant work, perceived safety, good enough assets, man or woman attention, alignment with agency's values, opinion surveys, challenging jobs, enter in decision making, clear vision of organisation's goals. Intra communication serves as an avenue in which those variables many be scattered, supported, and communicated. So the purpose of this study is to identify whether a relation between intra communication and employee engagement exists.

Literature Review

Bakker, A.B., Schaufeli, W.B., Leiter M.P., Taris, T.W (2008) explored 5 key areas: What does 'employee engagement' imply how can engagement be managed what are the penalties of engagement for organizations How does engagement relate to other character characteristics How is engagement regarding worker voice and representation Robertson-Smith and Markwick (2009) throw gentle on what engagement is and displays that it's an main yet difficult mission, and there stays a high-quality deal of scope for discussing the quite a lot of techniques. Simpson (2010) mentioned that the present state of knowledge about engagement at work through an overview of the literature. This evaluation highlighted the four strains of engagement research and specializes in the determinants and consequences of engagement at work. Susi & Jawaharrani (2011) examined one of the most literatures on worker engagement, discover work-position culture & work-existence stability policies & practices followed in industries to be able to promote employee engagement of their firms to broaden their employees' productivity and retain them. Work-lifestyles balance is vital driver of workers' pride. Ram & Gantasala (2011) investigated the antecedents and consequences of worker engagement

in Jordanian enterprise. Bhatla (2011) concerned about the need for such employees and how their presence can strengthen the development and work efficiency of the group as a entire. Shashi (2011) reinforced the value of employee conversation on the success of a industry. She printed that an institution should appreciate the importance of staff, more than any other variable, as the strongest contributor to a group's competitive position. Bijaya Kumar Sundaray (2011) all for quite a lot of reasons which result in employee engagement and what must organization do to make the workers engaged. Correct awareness on engagement approaches will expand the organizational effectiveness in phrases of better productivity, profits, high-quality, purchaser pride, employee retention and accelerated adaptability. Siddhanta & Roy (2012) explored implications for concept, additional research and practices via synthesizing present day 'employee Engagement' activities being practiced through the company with the evaluation of findings from prior researches / surveys. Singh & Shukla (2012) tried to discover what variables are enormous to create an engaged personnel. Thebe trained was exploratory in nature and the info has been amassed from a tin manufacturing institution. C. Balkrishana and Dr Masthan (2013) explores Employee Engagement describes employees' emotional and intellectual commitment to their organization and its success. Engaged employees experience a compelling purpose and meaning in their work and give their discrete effort to advance the organization's objectives.

Tulasi Das and Jayaradha Sankar (2014) explores The Engaged employees' upkeep about the progress of the company and are willing to put the effort, commitment and exceeding duty's call to see that the organization grows. Tulasi Das and Vijaya Lakshmi (2015) explores Employee engagement is a workplace approach that is designed to ensure that the employee is committed towards the organizational goals and objectives and at the same time is motivated to contribute towards the organizational success and is able to enhance his/her own sense of wellbeing. Tulasi Das and Lova Kumar (2016) Explores Employee engagement is workplace approach resulting in the right conditions for all members of an organisation to give of their best each day. Through the ideal ways of employees engagement practices being adopted the employees are committed to their organisations goals and value, motivated to contributing organisational success. Tulasi Das and Lova Kuma (2017) explores there is a very significant impact on employee engagement with reference to innovative HR Practices. The Employees of various categories of the study satisfied with Welfare activities and amenities which increase engagement levels of the employees and also e-training facility leading employees update which is helpful for innovations. Tulasi Das and Jayaradha Sankar (2018) explores The Millennial perception has been analyzed and the results indicated the stronger perception on the training and the customized benefits and remuneration for their work. In this sector personal life is effecting due to over stretch of working hours. The managements have to plan properly and plan the work process so that employees can balance the professional and personal life. The success of any organization depends on their employee engagement with the organizational goals.

Objective of the Study

- To examine the interdependence between intra communications and select employee engagement practices (commitment, discretionary effort and meaningfulness of work) at BSNL, HYD Telecom Dist.
- To put forth certain suggestion based on the findings that have been arrived

Hypothesis

H₀: There is no significant impact of intra communication on employee engagement which comprises a. commitment, b. discretionary effort c. meaningfulness of the work.

H₁: There is a significant impact of intra communication on employee engagement which comprises a. commitment, b. discretionary effort c. meaningfulness of the work.

Research Methodology

Sources of the Data

To fulfil above objective of the study the data were collected from both primary and secondary source of the data. The secondary data were collected from various journals, reports, intra records, un published dissertations, books etc. The primary sources of data were collected through a well designed pre tested questionnaire.

Sampling

The sample frame represents employees of BSNL HYD Telecom Dist. In selecting the sample respondents, random sampling technique is used. Sample size is 125. The questionnaire assessed the state of participant's work place intra communication and measured their level of engagement as an employee. The instrument measured the presence, quality and effectiveness of intra communication as well as the presence and level of employee engagement.

Research Method

The study is conducted through self-administrated questionnaire. To collect data on "intra communication" at BNL Offices, Dennis' Communication Climate survey instrument (Instrument tool -1) is used with minute alterations of questions. Important part of the instrument is used and following factors were taken into consideration for the survey.

1. Superior-subordinate communication
2. Quality of information
3. Superior openness
4. Opportunities for upward communication and
5. Reliability of communication.

The survey analysed with five-point Likert scale from "strongly disapprove" to "strongly approve" at the extremes. To find out the "employee engagement" at BSNL two instruments were combined such as Mowday, Steers, and Porter (1979) Organisational Commitment Questionnaire (OCQ) with questions which used for focusing the employee's ability to understand of their level of "commitment" & "willingness to exert discretionary effort" and the part of Spreitzer (1995) Empowerment scale with questions to measure "meaningfulness of the work". The survey followed a five-point Likert scale from "strongly disapprove" to "strongly approve" at the extremes. (Employee engagement survey instrument – Instrument tool-2)

Statistical Tools for data analysis

The data collected from the employees from questionnaire were analysed to find out the inference regarding the influence of intra communication on the employee engagement. Five factors from the Dennis' Communication Climate survey were used in the study. They are

Superior-subordinate communication

This is denoted the Section-I is of Dennis' Communication Climate questionnaire. The questions focus on subordinate supervisor understandings and exclusively for the positive manager communications that is part of supervisor subordinate communication. This element superior-subordinate conversation contemplated statements of tremendous intra communication among a subordinate and their superior because it including exchanges of encouragement, know-how, and fairness between those people.

Quality of Information

The Section-II Questions reflects Quality of facts questions within the part of questionnaire. As commonly Quality of communication is concerned, it pondered employees who're pleased with the manner management communicated the resources they used to speak, the rewards they acquired, and clear knowledge of organisational goals and action necessities.

Superior Openness

To understand this factor the reaction for questions from Section -III are used. This is especially linked to management stage or superior stage functioning. The factor gives the how the subordinate feels about their managers in the location of imparting the facts. How sincere and open they're in sharing information.

Opportunities for upward communication

This component is inferred thru the questions in Section-IV of the questionnaire. This component contemplated employee emotions about their views and evaluations being heard and integrated into their each day work.

Reliability of Information

The study was done on this factor by using questions in the Section -V of questionnaire. They represent the opinion of employees regarding the reliability of information received from management and from their colleagues.

Employee engagement questionnaire is an aggregate of Mowday, Steers, and Porter (1979) "Organisational Commitment questionnaire and Spreitzer (1995) Empowerment survey questionnaire. There are 18 questions in general and response to these questions mirrors the 3 elements of the worker engagement like Commitment, meaningfulness of their work, discretionary effort is related to questions.

Analysis and Hypothesis Testing

From the analysis it is found that Intra Communication with employees is undoubtedly related to employee commitment. Pearson Product Moment Correlation information has been used to determine the relationship between communication and Commitment. The independent variables for communication are comprised of Superior – Subordinate communication, Superior openness, Opportunities for upward communication, Quality of information and Reliability of the information. The dependent variable is organisational commitment. Five correlations are found and displayed in **Table 2**. A fair degree of relationship is found between commitment and above factors as all are having a positive significant relationship so **Ha, accepted**.

From the analysis it is also found that Intra Communication with employees is undoubtedly related to employee Discretionary effort. Pearson Product Moment Correlation information have been used to determine the relationship between communication and Discretionary effort. The independent variables for communication are comprised of Superior – Subordinate communication, Superior openness, Opportunities for upward communication, Quality of information and Reliability of the information. The dependent variable is organisational Discretionary effort. Five correlations are found and displayed in **Table 3**. A fair degree of relationship is found between

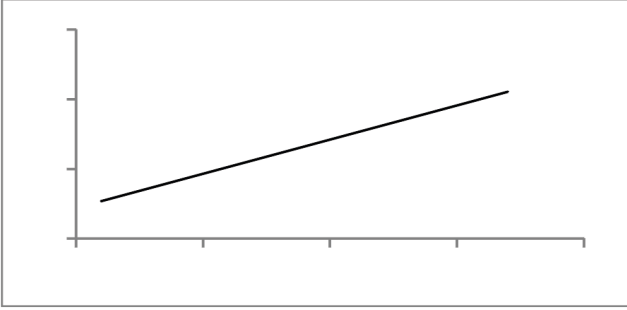
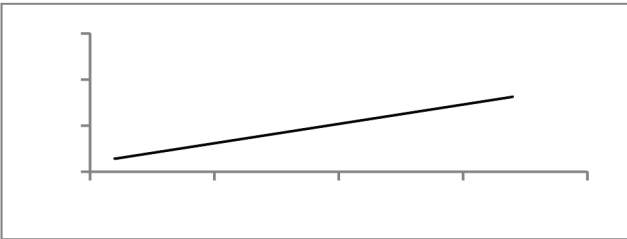
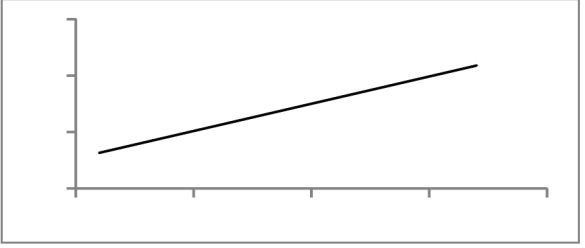
Discretionary effort and above factors as all are having a positive significant relationship so **Hb, accepted**.

From the analysis it is found that Intra Communication with employees is undoubtedly related to employee Meaningfulness in their Work. Pearson Product Moment Correlation information has been used to determine the relationship between communication and Meaningfulness in their Work. The independent variables for communication are comprised of Superior – Subordinate communication, Superior openness, Opportunities for upward communication, Quality of information and Reliability of the information. The dependent variable is organisational Meaningfulness in their Work. Five correlations are found and displayed in **Table 4**. A fair degree of relationship is found between Discretionary effort and above factors as all are having a positive significant relationship so **Hc, accepted**

Table 1

Intra Communication Factors	Employee Engagement Factors		
	Commitment	Discretionary Effort	Meaningfulness in their Work
Superior Subordinate Communication	0.65	0.66	0.33
Quality of Information	0.48	0.30	0.40
Superior Openness	0.53	0.38	0.27
Opportunity for Upward Communication	0.43	0.60	0.48
Reliability Of Information	0.61	0.80	0.27

Table 2

COMMITMENT vs			
Superior Comm	<i>Comm itment</i>	<i>SS U</i>	
	Commitment	1.0	
	SSU	0.65	
Quality o	<i>Comm itment</i>	<i>SS U</i>	
	Commitment	1.0	
	SSU	0.48	
Superior	<i>Comm itment</i>	<i>SS U</i>	
	Commitment	1.0	
	SSU	0.53	

Opportun Upwa	<i>Comm</i>	<i>SS</i>
	<i>itment</i>	<i>U</i>
	Commit ment	1.0
Reliabilit Comm	SSU	0.43
	1	
Opportun Upwa	<i>Comm</i>	<i>SS</i>
	<i>itment</i>	<i>U</i>
	Commit ment	1.0
Reliabilit Comm	SSU	0.61
	1	

Table 3

DISCRETIONAL EFFORT vs		
Superio ordin C	<i>Comm</i>	<i>SS</i>
	<i>itment</i>	<i>U</i>
	Commit ment	1.0
Quality Infoi	SSU	0.66
	1	
Quality Infoi	<i>Comm</i>	<i>SS</i>
	<i>itment</i>	<i>U</i>
	Commit ment	1.0
Superio	SSU	0.43
	1	
Superio	<i>Comm</i>	<i>SS</i>
	<i>itment</i>	<i>U</i>
	Commit ment	1.0
Superio	SSU	0.38
	1	

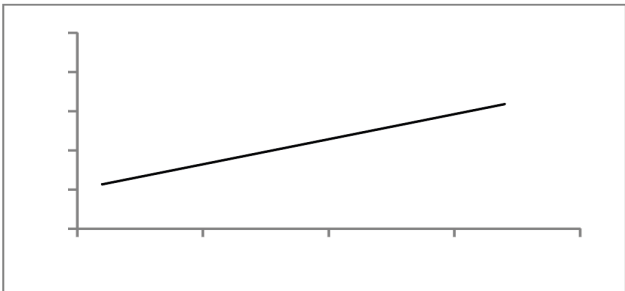
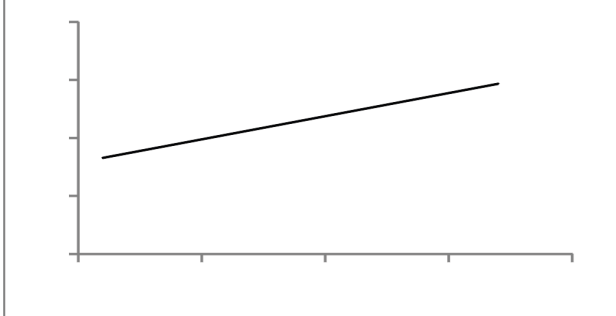
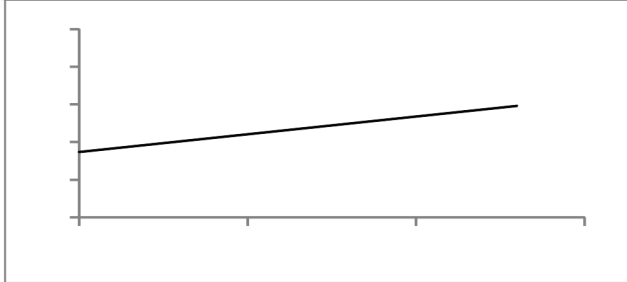
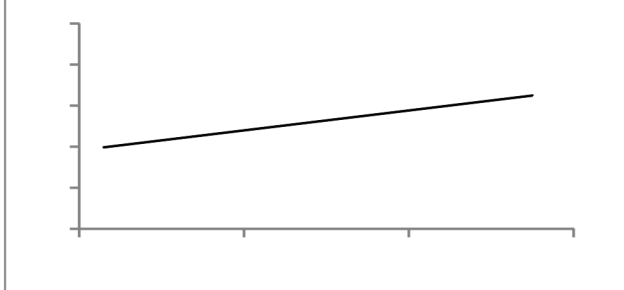
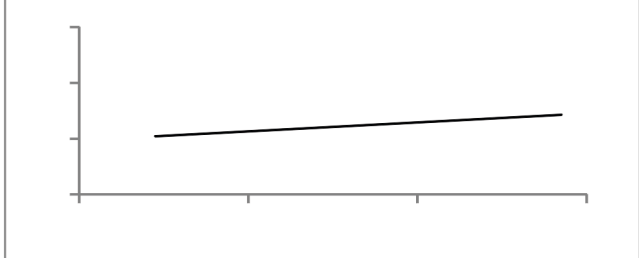
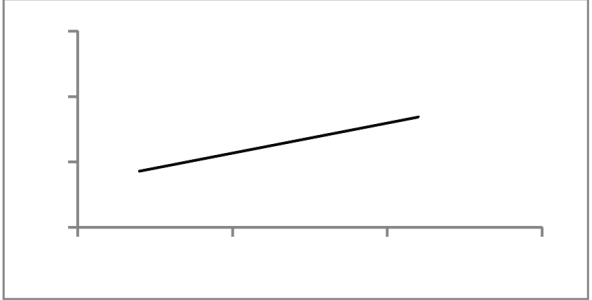
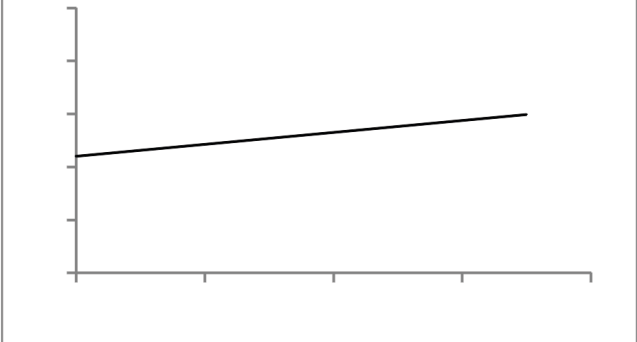
Opportunistic	<table><tr><td></td><td><i>Commitment</i></td><td><i>SSU</i></td></tr><tr><td>Commitment</td><td>1.0</td><td></td></tr><tr><td>SSU</td><td>0.60</td><td>1</td></tr></table>		<i>Commitment</i>	<i>SSU</i>	Commitment	1.0		SSU	0.60	1	
	<i>Commitment</i>	<i>SSU</i>									
Commitment	1.0										
SSU	0.60	1									
Reliable	<table><tr><td></td><td><i>Commitment</i></td><td><i>SSU</i></td></tr><tr><td>Commitment</td><td>1.0</td><td></td></tr><tr><td>SSU</td><td>0.80</td><td>1</td></tr></table>		<i>Commitment</i>	<i>SSU</i>	Commitment	1.0		SSU	0.80	1	
	<i>Commitment</i>	<i>SSU</i>									
Commitment	1.0										
SSU	0.80	1									

Table 4

MEANINGFULNESS IN THEIR WORKvs				
Superior Comm				
		<i>Comm</i>		<i>SS</i>
		<i>itment</i>		<i>U</i>
	Commitment	1.0		
	SSU	0.33	1	
Quality o				
		<i>Comm</i>		<i>SS</i>
		<i>itment</i>		<i>U</i>
	Commitment	1.0		
	SSU	0.40	1	
Superior				
		<i>Comm</i>		<i>SS</i>
		<i>itment</i>		<i>U</i>
	Commitment	1.0		
	SSU	0.27	1	

Opportun Comm	<i>Comm</i>	<i>SS</i>	
	<i>itment</i>	<i>U</i>	
	Commitment	1.0	
Reliabilit Comm	SSU	0.48	
	Commitment	1.0	
	SSU	0.27	

CONCLUSION:

The study investigated the role of intra communication in achieving Employee engagement with in BSNL HYD Telecom Dist. Upon analysing the elements of communication and engagement we determined that a relationship does exist. The results indicated that BSNL ought to utilize intra communication to improve employee engagement. It certainly needs further social scientific research in this vicinity, possibly within in entire BSNL.

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