

A STUDY ON EMPLOYEE ENGAGEMENT STRATEGIES IN BSNL

Submitted in partial fulfillment of the requirements for the award of Degree in

MASTER OF BUSINESS ADMINISTRATION

By

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DEPARTMENT OF BUSINESS ADMINISTRATION

SCHOOL OF MANAGEMENT STUDIES

SATHYABAMA

INSTITUTE OF SCIENCE AND TECHNOLOGY

(DEEMED TO BE UNIVERSITY)

Accredited with Grade "A" by NAAC | 12B Status by UGC | Approved by AICTE

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BONAFIDE CERTIFICATE

This is to certify that this Project Report is the bonafide work of **PALLAVI LAKRA 4040219** who carried out the project entitled "A Study on Employee engagement strategies in BSNL, Ambikapur" under my supervision from January 2023 to March 2023.

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DECLARATION

I **PALLAVI LAKRA (41410219)** hereby declare that the Project Report entitled “**A Study on Employee Engagement Strategies in BSNL, Ambikapur**” done by me under the guidance of **DR.S. JOYCE** is submitted in partial fulfillment of the requirements for the award of Master of Business Administration degree.

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PALLAVI LAKRA

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ABSTRACT

Employee engagement refers to the emotional connection and commitment that employees have towards their work, their organization, and its goals. It encompasses their level of dedication, motivation, and satisfaction in their job, as well as their willingness to go above and beyond their basic job responsibilities to contribute to the success of the organization. Taking this into the account a study was done. This study was targeted to identify the level of employee engagement in BSNL. BSNL has played a significant role in connecting people across India and bridging the digital divide, especially in rural and remote areas. It has been instrumental in providing telecom services for government organizations, businesses, and individual customers, contributing to the country's socio-economic development. It is also necessary for taking care of the employees and make them engaged into the work the Research was more confined and found out the strategies used by BSNL for engagement of the employees. The finding of the study shows various thoughts of the employees of the organization in respect of engagement activities, job satisfaction, Incentives and benefits.

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CHAPTER 1: INTRODUCTION

1.1: INTRODUCTION:

Employee engagement refers to the emotional connection and commitment that employees have towards their work, their organization, and its goals. It encompasses their level of dedication, motivation, and satisfaction in their job, as well as their willingness to go above and beyond their basic job responsibilities to contribute to the success of the organization. Engaged employees are generally more productive, innovative, and loyal to their organization.

Employee engagement involves several factors, including:

1. Emotional commitment: Engaged employees feel a sense of pride, ownership, and loyalty towards their work and their organization. They are emotionally invested in their job and genuinely care about the success of their team and the organization as a whole.
2. Job satisfaction: Engaged employees are satisfied with their job and find it fulfilling. They enjoy their work and feel that it is meaningful and aligned with their skills and values.
3. Motivation: Engaged employees are self-motivated and take initiative to improve their work and contribute to the organization's success. They are driven by a sense of purpose and are willing to put in extra effort to achieve their goals.

4. Communication and collaboration: Engaged employees actively participate in team discussions, share ideas, and collaborate with their colleagues. They value open communication and feel comfortable providing feedback and contributing to problem-solving.

5. Opportunities for growth and development: Engaged employees are interested in advancing their skills and knowledge and seek opportunities for growth and development. They value learning and career advancement opportunities provided by their organization.

6. Recognition and rewards: Engaged employees appreciate recognition and rewards for their contributions and feel valued and appreciated by their organization. They are more likely to be engaged when their efforts are acknowledged and rewarded.

Organizations can foster employee engagement through various strategies, such as providing a positive work environment, clear communication, meaningful work, opportunities for growth and development, recognition and rewards programs, and supportive leadership. Employee engagement is important for organizations as it leads to increased productivity, improved employee retention, better customer service, and overall organizational success.

There are various employee engagement strategies that organizations can implement to foster a positive work environment and enhance employee engagement. Here are some examples:

1. Clear communication: Ensuring open and transparent communication channels throughout the organization can help employees feel valued, informed, and engaged. Regularly sharing updates, providing feedback, and actively listening to employees' concerns and suggestions can promote a culture of communication and inclusivity.

2. Employee recognition and rewards: Recognizing and rewarding employees for their contributions and achievements can boost their motivation and engagement. This can include formal recognition programs, such as "Employee of the Month" awards, as well as informal recognition through regular feedback, praise, and appreciation for a job well done.

3. Opportunities for growth and development: Providing opportunities for employees to learn, grow, and develop their skills can demonstrate that the organization is invested in their professional growth. This can include training programs, mentoring, job rotations, and other development opportunities that align with employees' interests and career goals.

4. Meaningful and challenging work: Assigning employees work that is aligned with their skills and interests, and provides them with a sense of purpose and impact, can enhance their engagement. Ensuring that employees have challenging and meaningful work that allows them to make a difference can increase their motivation and commitment.

5. Employee involvement and empowerment: Involving employees in decision-making processes and giving them autonomy and ownership over their work can increase their sense of empowerment and engagement. Encouraging employees to share their ideas, opinions, and feedback, and involving them in problem-solving and innovation initiatives, can help them feel valued and engaged.

6. Work-life balance and well-being: Supporting employees' work-life balance and well-being can contribute to their engagement. Providing flexible work arrangements, promoting a healthy work-life balance, and offering wellness programs can help

employees feel supported, reduce stress, and increase their overall satisfaction with work.

7. Positive leadership: Effective leadership plays a crucial role in fostering employee engagement. Supportive and approachable leaders who provide regular feedback, show empathy, and recognize and value their employees' contributions can create a positive work environment that promotes engagement.

8. Employee surveys and feedback: Conducting regular employee surveys to gather feedback on their experiences, challenges, and suggestions can help organizations identify areas of improvement and take corrective actions. Employee feedback can also make employees feel heard and valued, leading to increased engagement.

Employee engagement strategies should be tailored to the specific needs and culture of an organization. It's important to regularly evaluate the effectiveness of these strategies through feedback and metrics, and adjust as needed to continuously improve employee engagement levels.

1.2: INDUSTRY PROFILE:

The telecommunications industry, also known as the telecom industry, is a sector of the global economy that encompasses the transmission of information over long distances, primarily through wired and wireless communication networks. The industry includes various services, technologies, and products related to voice communication, data communication, internet connectivity, and multimedia services.

The telecommunications industry is a critical part of modern society and plays a significant role in enabling global communication, commerce, and information exchange. It encompasses a wide range of businesses, including telecommunications service providers, network equipment manufacturers, device manufacturers, infrastructure providers, and content providers. Some of the key segments within the telecom industry include fixed-line telephony, mobile telecommunications, broadband internet services, satellite communication, and cable television services.

The telecom industry has gone through significant technological advancements and transformations over the years, including the transition from traditional landline telephony to mobile communications, the development of broadband internet, the deployment of 4G and 5G wireless networks, and the rise of digital services such as voice over internet protocol (VoIP), cloud computing, and internet of things (IoT) connectivity.

The telecom industry is highly regulated in many countries, with government bodies and regulatory authorities overseeing aspects such as spectrum allocation, licensing, quality of service, competition, and consumer protection. The industry is also highly competitive, with players vying for market share, investment in research and development, and innovation to stay ahead in the rapidly evolving telecommunications landscape.

The telecom industry has a significant impact on economies, societies, and individuals worldwide. It enables communication and connectivity, facilitates economic growth and trade, supports social and cultural exchange, and provides opportunities for employment and innovation. However, it also faces challenges such as regulatory changes, technological disruptions, changing consumer behaviors, and security concerns.

1.3: COMPANY PROFILE:

Bharat Sanchar Nigam Limited is India's government enterprise and its history can be traced back to the British India. The foundation of telecom network in India was laid by the British sometime during the 19th century. During the British era, the first telegraph line was established between Calcutta and Diamond Harbour in 1850. The British East India Company started using the telegraph in 1851 and until 1854 telegraph lines were laid across the country. In 1854, the telegraph service was opened to the public and the first telegram was sent from Mumbai to Pune. In 1885, the Indian Telegraph Act was passed by the British Imperial Legislative Council. After the bifurcation of Post and Telegraph department in the 1980s, the creation of Department of Telecom eventually led to the emergence of the government owned telegraph and telephone enterprise which led to the foundation of BSNL.

For 160 years, BSNL had operated the public telegram service. In 2010 the telex network between its 182 offices was replaced with the "Web Based Telegram Messaging System" which relied on internet connections rather than telex lines (which are more reliable where power outages are more common). This led to a decline in service, and the company applied the title "diminished service" to telegrams in 2010. Finally on 15 July 2013 the public telegram service was shut down completely.

1.3.1: Product and services:

Telephone and Mobile

BSNL provides both fixed line telephones and mobile telephone services on GSM platform.

BSNL Mobile

BSNL mobile is a major provider of GSM network under brand name CellOne and BSNL all over India. It has wide network coverage in both urban and rural areas of India. It has over 121.82 million customers across India.

BSNL Mobile offers prepaid, postpaid services and value-added services such as Free Phone Service (FPH), India Telephone Card (Prepaid card), Account Card Calling (ACC), Virtual private network (VPN), Tele-voting, Premium Rate Service (PRM). It also offers the IPTV which enables customers to watch television through the Internet and Voice and Video Over Internet Protocol (VVoIP).

BSNL Landline

BSNL Landline was launched in early 1990s. It was the only fixed-line telephone serving for whole country before the New Telecom Policy was announced by the department of telecom in 1999. Only the Government-owned BSNL and MTNL were allowed to provide land-line phone services through copper wire in the country. BSNL Landline is the largest fixed line telephony in India. It has over 9.55 million customers and 47.20% market share in the country as of 28 February 2021.

Internet

BSNL is the Fourth largest ISP in India, with having presence throughout the country. It also has the largest fibre-based telecom network in the country, around 7.5 lakh kilometers, among the four operators in the country.

BSNL Broadband

BSNL Broadband provides telecom services to enterprise customers including MPLS, P2P and Internet leased lines. It provides fixed-line services and landline using CDMA technology and its own extensive optical fiber network. BSNL provides Internet Access services through dial-up connections as prepaid, Net One as postpaid, and Data One as BSNL Broadband.

BSNL Bharat Fiber

BSNL Bharat Fiber (FTTH) was launched in February 2019. It offers TV over IP (IPTV), Video on demand (VoD), Voice over Internet protocol (VoIP), Audio On-Demand (AoD), Bandwidth on demand (BoD), remote education, Video conferencing services, interactive gaming, Virtual Private LAN services. BSNL said

that, its huge optic fiber network provides fixed access to deliver high-speed Internet up to 300 Mbit/s.

Bharat Net

With effect to Govt. of India's policy decision to provide state-owned BSNL with another revival package worth 1.64 lakh crore rupees, the struggling PSU was merged with Government's special purpose vehicle BBNL. This gave the struggling PSU a boost and an additional advantage of additional 5.67 lakh kilometer of optical fiber which has been laid across 1.85 lakh village panchayats in the country using the Universal Service Obligation Fund (USOF). Currently, it has an optical fiber cable network of over 6.83 lakh kilometer.

BSNL 4G

BSNL started 4G service in some parts of India since January 2019 such as Bihar, Jharkhand, and Uttar Pradesh, but is limited to a few cities or towns. Most of 4G services are currently available in Southern India. However, BSNL is trying to launch pan India 4G services up to September 2022. The telecom minister said that BSNL will launch its 4G services all over India on 75th Independence day of India along with various other projects.

BSNL 5G

On behalf of the Govt. of India, the hon'ble Minister of Communications Ashwin Vaishnav announced that the State-Owned Telco would start its 5G operations by 15 August 2023. He also added that the 4G and 5G network of the state-owned BSNL would be a completely home-grown indigenous 4G and 5G network technology; thus, emphasizing more on Govt. of India's Atmanirbhar Bharat.

IP services

BSNL Wing Services

On 16 August 2018, BSNL has launched "BSNL Wings Services" in 22 telecom circle in which, there is no need of sim card or cable wiring as is a Voip service through an app. It offers unlimited free calling for one year throughout India.

1.4: STATEMENT OF PROBLEM

Employee engagement is the extent to which employees feel passionate about their jobs, committed to the organization's goals, and motivated to contribute to its success. A lack of employee engagement can result in a decrease in productivity, lower job satisfaction, and higher turnover rates. The problem of employee engagement is how to create an environment in which employees are fully engaged and motivated to perform at their best. This can be a complex challenge that requires understanding the unique needs of each employee, providing opportunities for growth and development, and creating a positive work culture that values and rewards employee contributions.

1.5: NEED FOR THE STUDY

- Employee retention
- Employee productivity
- Increased profitability
- Less burnout and better mental wellness
- Reduction in absenteeism

1.6: OBJECTIVES OF THE STUDY

Primary objective:

- To study the employee engagement practices in BSNL.

Secondary objective:

- To analyze the effect of employee engagement that leads to job satisfaction.
- To study factors affecting employee engagement.
- To determine the relationship between employee engagement and organization performance.
- To decrease employee retention.

1.7: SCOPE AND SIGNIFICANCE OF STUDY

Employee engagement refers to the emotional commitment and dedication that employees have towards their work, their organization, and their overall goals. In the telecom industry, employee engagement is of paramount importance due to the nature of the industry.

The telecom industry is highly competitive, and success in this industry is dependent on the quality of service provided by the company. Engaged employees are more likely to be motivated, innovative, and committed to providing high-quality services to customers. Engaged employees are also more likely to stay with the organization, reducing employee turnover and associated costs.

CHAPTER 2: LITERATURE REVIEW

Nandini Borah*, Mukulesh Barua 2018

Employee engagement has dominated several discussion forums and has made a place for itself as a critical but controversial construct. This paper attempted to highlight the gaps in the literature of the engagement construct. Four major gaps were identified and based on the gaps a conceptual framework with three broad factors, namely, personal factors, job-related factors, and organizational factors, was developed which will be empirically tested in a future study.

P.Lova Kumar, Dr.V.Tulasi Das(2019) found that Employee engagement has developed as a well known authoritative idea as of late. It is the degree of duty and contribution of an employee towards the association and its qualities. An employee included knows about the business setting and works with associates to improve execution inside the work to help the association. Employee engagement builds up an uplifting mentality among employees towards the association. In this specific situation, the current paper looks at the employee engagement sway on hierarchical adequacy.

Ismail, H.N., Iqbal, A. and Nasr, L. (2019), "Employee engagement and job performance in Lebanon: the mediating role of creativity".

Uddin, M.A., Mahmood, M. and Fan, L. (2019), "Why individual employee engagement matters for team performance? Mediating effects of employee commitment and organizational citizenship behaviour.

Hu, F., Xu, W., and Li, X. (2021) investigated it can likewise dispense seismic tremor crisis covers, which will diminish the measure of harm and injury.

Kowshika R (2018) said that employee engagement is an influential idea that an association can use to improve an association's profitability. An Engaged Employee is

one who is completely associated with and eager about their work thus will act in manners that improve their association's profitability. In this way, employee engagement is critical to the intensity of any association, especially in the present business condition. Connected with Employees are one of the incredible weapons that can be used to improve the association's presentation that is known as the Organization's Productivity.

Geeta kalyankar Rao& Mohsin Shaikh (2018) found that Monetary and Non-Monetary elements are similarly powerful with regards to employee engagement, – the requirement for being reasonable and judicious with regards to employee engagement. The learnings are that the impact of every one of these components shifts according to the profile of the employee because various employees lay distinctive accentuation on these factors affecting engagement. These varieties may emerge because of varieties in individual and occupation qualities, sexual orientation assorted variety, ethnic decent variety, and so forth. A portion of the recommendations in this paper incorporate distinctive employee engagement approaches for new employees like solid enlistment programs, thorough preparing and improvement program, confirmation Solid State Technology Volume: 63 Issue: 5 Publication Year: 2020 320 Archives Available @ www.solidstatetechnology.us program, and giving them a sensible occupation review. Some employee engagement exercises proposed for the current employees were reward plans, correspondence exercises, group building, and initiative exercises.

Alhakam Fahad Almandhari, Syed Aulia& Prashant Rastogi (2019) discovered that the employees an extremely mindful of the methodologies of the association with a mean of 50 % that have addressed unequivocally concur and 10% have addressed firmly differ in the survey. According to the second piece of the investigation of the survey just 34% have replied in firmly concur and 5% addressed unequivocally oppose this idea. Employees are likewise dedicated and the examination has demonstrated that a mean of 41% of the employees have answer unequivocally concur and that shows a solid responsibility to the association. From the study results which feature

some extra zones for additional thought that can be exceptionally useful for the association to improve in certain parts and increment employee engagement in the association. At long last, after discovering, it will be conceivable to grow new preparing programs for administrators and employees the same for them to accomplish a more significant level of employee engagement and to get more prominent viability in the association.

Hewitt Associates defines 'employee engagement' as 'the state in which the individuals are emotionally and intellectually committed to the organization's goals. The Corporate Leadership Council (CLC) defines engagement as the extent of employees' commitment, work effort, and desire to stay in an organization

T.Suhasini and Dr.K.Kalpana (2018): The study reveals that Employee Engagement is a comprehensive task and cannot be accomplished by the effective training programs also. Organisations can improve engagement by opportunity thinking, enhancing employee decision making, and commitment. Employee engagement results in reduced turnover intentions and increased innovative work related behaviour.

V.Siva Kumar (2019): This study describes that the high level of employee Engagement increases the growth of the organization and acts as a retention strategy. From this study it is observed that employee engagement in private banks is not satisfactory.

NP Myilswamy, Dr.R.Gayatri (2021): According to their research "A study on Employee Engagement: Role of Employee Engagement in organizational Effectiveness", it is concluded that the level of Engagement determines employees productivity and their intention to stay in the organization. Employee Engagement drives organizationaleffectiveness by improving loyalty, retention, safety, productivity and profitability. And the employees who are highly involved in work are more engaged.

Johnson (2021) asserts that if applied correctly the engagement data can well act as a warning system for the organization, the study reports a negative correlation between the specific instances of work place deviations and levels of EE within the organization.

Sweetman & Luthans 2020 defined From the psychological perspective, engagement is a state-like phenomenon which is portrayed as an affective-cognitive state-like condition. It is not a temporary state such as mood nor as relatively non-malleable as fixed characteristics such as personality traits.. It is deemed quite stable.

Fernandez (2020) displays the dissimilarity between job satisfaction, the well-known construct in management, and engagement competing that employee satisfaction is not the same as employee engagement and since managers cannot depend on employee satisfaction to retain the best and the brightest; employee engagement becomes a critical concept.

Towers Perrin (2021) investigated and reported that those organizations with more engaged employees subsequently increased their operating income by 19% and earning per share (EPS) by 28% annually.

Saks (2019) argues that organizational commitment additionally differs from engagement in this it refers to a person's perspective and attachment towards their organization, whilst it could be argued that engagement is not simply an attitude, it is the degree to that a personal is focused to their work and absorbed within the performance of their role. In addition, while OCB involves voluntary and informal behaviour that can help co-workers and the organization, the focus of engagement is one's formal role performance rather than purely extra-role and voluntary behavior.

The publication of the Conference Board of USA (2020) describes employee engagement as an intensified emotional association that an employee feels for his or her organization that influences him or her to utilize greater discretionary effort to his or her work.

Mc. Bain (2019), According to him employee engagement is a modern concept, which defines employees' commitment, job satisfaction and involvement.

Robinson (2022): According to him employee engagement can be attained through designing an organizational environment where positive emotions such as involvement and pride are encouraged, subsequently organizational performance improves, employee turnover reduces.

(Mahendru et.al, 2020) defined Employee engagement is the extent to which people enjoy and believe in what they do, and feel valued by doing it. It is the degree of commitment towards the job that an individual performs and until however long the individual remains with the organization as the results of their commitment.

Stockley (2022) defined 'engagement' as an extent that the employee believes in the mission, purpose and values of the organization and reveals their commitment through their actions as an employee and their attitude towards the organization and the customers.

Robinson et al. (2018) defined employee engagement is a positive attitude believed by the employees towards the organization and its values. An engaged employee is responsive towards business environment, and works with colleagues to improve performance within the job for the advantage of the organization. The organization must place effort to develop and encourage engagement, which requires a two-way relationship between employer and employee."

Harter et al. 2022. Engagement is defined as employee's involvement, satisfaction and enthusiasm towards work this definition was derived from items in the Gallup Workplace Audit, developed by the Gallup organization, which were constructed on employee opinions of work characteristics.

Miles (2021) defined Engagement as Involvement of the employees in high-engagement forces that create empathetic, negotiation, feedback and accountability,

empower people to creatively support their subunits, teams and individual jobs with the major change of the enterprise. It is developing employees to work with not only their minds and body but also with 'hearts'.

Maslach et al. (2021), engagement is considered by energy, involvement, and efficacy, which are the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy.

Engagement of employees was first conceptualized by Kahn (2019) as the "harnessing of organizational members' selves to their work roles". Kahn recognized three antecedents of employee engagement: psychological meaningfulness (measured by job enrichment, work role fit and co-worker relations), psychological safety (measured by supervisor relations, co-worker relations and co-worker norms) and psychological availability (Measured by resources, work role security and outside activities).

V. Vijay Anand & C.vijay Banu (2018): This study explains that Employee Engagement is the key factor for all organizations to sustain. Employee Engagement is positively influenced by job, Rewards and recognition, opportunities, team work and communication. It acts as a Retention tool.

S.Kiruthika and Dr.V.Kavitha (2019): According to this study Pay and benefit is the most influencing factor of Employee Engagement. The study describes that there is an association between factors like Role, work environment, Training and Development, Relationship with supervisor and Employee Engagement of Banks.

Dr.Samuel obino mokayo & Maureen Jerotich kipyegon (2019): According to their study Employee Engagement as highly influenced by personal growth and development, performance management, Remuneration, recreation facilities. They

identified remuneration is the highest contributor of Employee Engagement and Recreation facilities has least impact on employee engagement.,

Madhura Bedarkar, Deepika Pandita (2019): conducted a study on “Drivers of employee Engagement impacting Employee Performance. The study predicted three drivers of Employee Engagement; they are leadership, communication and work life balance.

Swathi.S (2018): According to the study on effective Employee Engagement factors it was observed that no single factor or specific type of factor will be suiting the person or the industry. The factor keeps on changing on time to time and industry to industry.

A Thiagarajan B & Renugadevi V (2019), According to this study Career development, motivation factors and performance appraisal are associated to employee engagement. The consequences are that leaders should be cultured on engagement, career development opportunities which are most important and that performance improvement should champion work life balance, and these practices are useful to rise engagement levels.

Susi & Jawaharrani (2018) According to the literature study on Employee engagement identified work-place culture, work-life balance policies & practices followed in industries promotes employee engagement in their organizations to rise productivity and retention rate. Work-life balance is key driver of employees' satisfaction.

The Conference Board (2020) - a global consulting non-profit organization based in the United States conducted a metaanalysis on the drivers of employee engagement by reviewing 12 Major employee engagement studies conducted by research firms such as Gallup, Blessing White Towers Perrin, , and The Corporate Leadership Council amongst others. The study identified 26 major drivers of employee engagement with 8 factors evolving consistently across at least 4 studies. The eight factors are Trust and integrity, Nature of the job, Line of sight between individual

performance and company performance, career growth opportunities, pride, team members, Employee Development and personal relationship with the manager.

Institute of Employment Studies (IES) 2021: According to IES survey they developed a diagnostic tool which indicates various components which leads to feeling valued and involved. Robinson identified feeling valued and involved is the key driver of employee engagement.

Schaufeli et al. (2018) defined engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption, and a more persistent and pervasive affective-cognitive state that is not focused on any specific object, event, individual, or behavior.

Harter et al. (2020) defined employee engagement as the individual's involvement and satisfaction with as well as enthusiasm for work

Vijay Kumar Shrotryia¹ and Upasana Dhanda(2019)

Content Validity of Assessment Instrument for Employee Engagement

Numerous overlapping and inconsistent views of academicians and practitioners on construct of employee engagement have led to the development of various measurement instruments that differ in terms of the variables. The article attempts to develop an assessment instrument and to assess content validity of the proposed variables/dimensions. The construct is generated through grounded theory method, conducting structured interviews of human resource heads

panellrina Nikolova , Wilmar Schaufeli , Guy Notelaers : Engaging leader –

Engaged employees? A cross-lagged study on employee engagement

The goal of this study is to provide a cross-lagged examination of the relationships between engaging leadership, job resources and employee work engagement. We propose a mediation model and we postulate that engaging leadership can increase perceptions of three specific job resources

CHAPTER 3: RESEARCH METHODOLOGY

Research methodology is the specific procedures or techniques used to identify, select, process, and analyze information about a topic. In a research paper, the methodology section allows the reader to critically evaluate a study's overall validity and reliability. The methodology section answers two main questions: How was the data collected or generated? How was it analyzed?

3.1: METHODOLOGY

Methodology refers to the system of methods, principles, and rules that are used to carry out a particular activity, such as research or problem-solving. It involves a structured and systematic approach to achieving a specific goal or objective. Methodology typically involves a series of steps, procedures, or techniques that are followed in a particular order to ensure that the desired outcome is achieved.

In research, methodology refers to the overall approach used to conduct a study or investigation. This includes the research design, data collection and analysis methods, and interpretation of results. A sound methodology is crucial for producing reliable and valid research findings.

Methodology is used in various fields, such as science, social sciences, engineering, and business. The choice of methodology depends on the specific research question or problem being addressed and the available resources and constraints.

Business research methods can be defined as “a systematic and scientific procedure of data collection, compilation, analysis, interpretation, and implication pertaining to any business problem”. Types of research methods can be classified into several categories according to the nature and purpose of the study and other attributes. In methodology chapter of your dissertation, you are expected to specify and discuss the type of your research according to the following classifications.

3.2: RESEARCH DESIGN

3.2.1: Research Methods

Types of the research methods according to the nature of research can be divided into two groups: descriptive and analytical. Descriptive research usually involves surveys and studies that aim to identify the facts. In other words, descriptive research mainly deals with the “description of the state of affairs as it is at present”, and there is no control over variables in descriptive research.

Analytical research, on the other hand, is fundamentally different in a way that “the researcher has to use facts or information already available and analyze these in order to make a critical evaluation of the material”.

According to the purpose of the study, types of research methods can be divided into two categories: applied research and fundamental research. Applied research is also referred to as an action research, and the fundamental research is sometimes called basic or pure research. The table below summarizes the main differences between applied research and fundamental research. Similarities between applied and fundamental (basic) research relate to the adoption of a systematic and scientific procedure to conduct the study.

On the basis of research design the types of research methods can be divided into two groups – exploratory and conclusive. Exploratory studies only aim to explore the research area and they do not attempt to offer final and conclusive answers to research questions. Conclusive studies, on the contrary, aim to provide final and conclusive answers to research questions.

Research in common refers to a search for knowledge. Research methodology is a way to systematically solve the research problem. It may be understood as science of studying how research is done scientifically.

Research design is the process of selecting a subset, or sample, from a larger population for the purpose of conducting research or analysis. In statistics and research methodology, sample design plays a crucial role in ensuring that the selected sample is representative of the population of interest and provides reliable and valid results. In a descriptive design, a researcher is solely interested in describing the situation or case under their research study. It is a theory-based design method which is created by gathering, analyzing, and presenting collected data. This allows a researcher to provide insights into the why and how of research. Descriptive design helps others better understand the need for the research. If the problem statement is not clear, you can conduct exploratory research.

3.3: SOURCE OF DATA

The source of data was collected through multiple ways which includes survey method, personal interviews and case studies.

The data is collected through in two ways:

Primary data:- The primary data was collected freshly and thus it was original in character. It has been collected through questionnaire. The questionnaires were given to the respondents through online questionnaire.

Secondary data:- Secondary data are data which have already been collected by someone. Its main sources are Journals, Newspapers, Magazines, and Internet etc.

Area of analysis: The study was conducted in BSNL office Ambikapur.

3.4: QUESTIONNAIRE DEVELOPMENT

The questionnaire was developed on the basis of closed ended questions which includes:

Dichotomous Questions

Multiple-Choice Questions

Multiple-Answer Questions

Scaled Response Questions

3.5: SAMPLE SIZE

Sample size taken for the study is from the employees working in the BSNL office of Ambikapur, Chhattisgarh. The sample design which is used in the study is convenience sampling.

The total number of Respondents are 169.

3.6: PERIOD OF STUDY

The period of the study was from January 2023 to April 2023.

3.7: PROFILE AREA OF STUDY

The areas of study relevant to BSNL can vary depending on the specific role or department within the organization. Some possible areas of study that may be relevant to BSNL include:

Telecommunications Engineering: This field covers the principles, design, implementation, and management of telecommunications networks, including voice, data, and video communication systems. Areas of study may include network architecture, digital communication, wireless communication, network security, and network management.

Information Technology (IT): IT is a broad field that encompasses the use of technology for managing and processing information. Within BSNL, areas of study related to IT may include database management, software development, systems administration, network administration, and cybersecurity.

Electronics and Communication Engineering: This field involves the study of electronic devices, circuits, and communication systems. Areas of study may include analog and digital electronics, microprocessors, microwave engineering, signal processing, and wireless communication.

Management and Business Administration: As BSNL is a large organization, areas of study related to management and business administration can also be relevant. This may include topics such as organizational behavior, strategic management, financial management, human resource management, and marketing.

Telecom Policy and Regulation: This field focuses on the legal, regulatory, and policy aspects of the telecommunications industry. Areas of study may include telecom policy frameworks, regulatory practices, spectrum management, and telecom licensing.

Project Management: Given that BSNL is involved in the implementation and management of telecommunications projects, studying project management principles and practices may be relevant. This could include topics such as project planning, scheduling, budgeting, risk management, and quality management.

It's important to note that the specific areas of study relevant to BSNL may vary depending on the job role or department within the organization, and it's recommended to research and verify the most up-to-date information from BSNL or their official sources for accurate and current information.

3.8: HYPOTHESIS OF THE STUDY

H0: There is no significant impact of designation of employees and the rate of involvement of employees in the employee engagement programs.

H1: There is significant impact of designation of employees and the rate of involvement of employees in the employee engagement programs.

TOOLS USED FOR ANALYSIS

Percentage analysis

Chi Square

ANOVA

CHAPTER 4: DATA ANALYSIS AND INTERPRETATION

Table 4.1 Distribution of respondents based on Designations

Particulars	No. of respondents	Percentage
DGM	1	0.6
Account manager	39	23.4
Engineer	71	42.5
Telecom officer	30	18.0
Manager	26	15.6
Total	169	100

Count of Designation

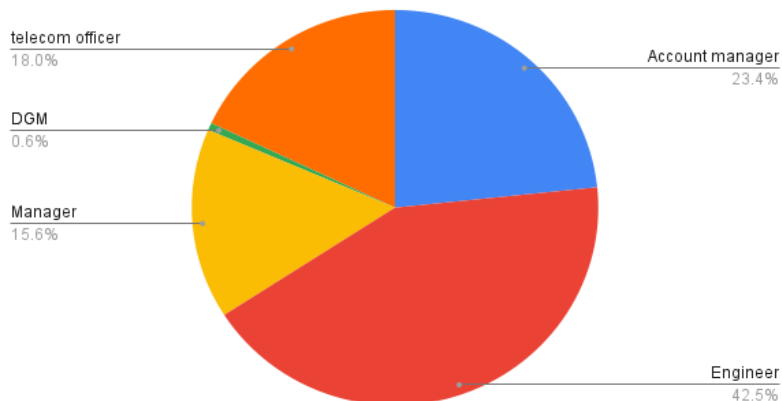


Chart 4.1: Distribution of respondents based on Designation

Interpretation

From the above table it is interpreted that the highest number of respondents are Engineers 71(42.5%) followed by account manager, telecom officer, and manager with 39(23.4%), 30(18%),26(15.6%).

Inference:

Majority of 42.5% of the respondents are Engineers.

Table 4.2: Distribution of respondents based on gender.

Gender	No. of respondents	Percentage
Male	101	60.5
Female	68	39.5
Total	169	100

Count of Gender

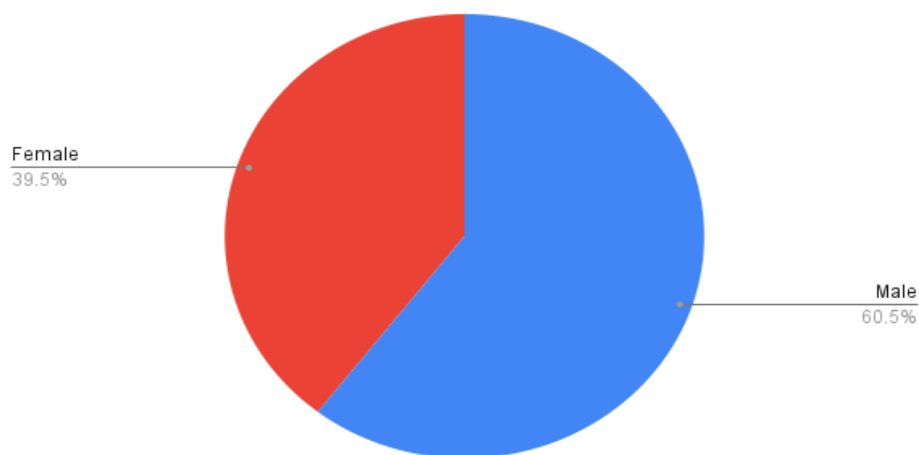


Chart 4.2: Distribution of respondents based on gender.

Interpretation

From the above table it is interpreted that the number of male respondents is 60.5% and female respondent is 39.5%.

Inference

Majority (60.5%) of the respondents are Male.

Table 4.3.: Distribution of respondents based on qualifications

Qualification	No. of respondents	Percentage
High school degree or equivalent	0	0
Bachelor's degree	86	69
Master's degree	54	28
Professional	29	3
Diploma	0	0
Total	169	100

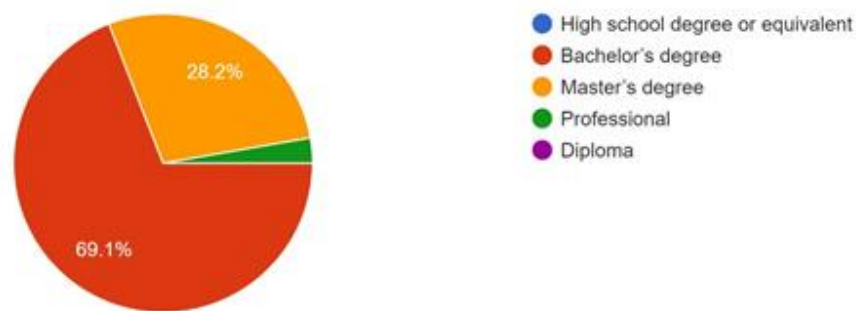


Chart 4.3: Distribution of respondents based on qualifications

Interpretation:

The graph represents the education level of the employees the majority of 69.1% of employees have bachelor's degree followed by 28.2% of employees with the Master's degree and the remaining have a professional degree.

Inference: 69% of the respondents are Bachelor's degree holders.

Table 4.4.: Distribution of respondents based on Monthly Income.

Particulars	No. of respondents	Percentage
25,000-45,000	73	43.7
45,000-65,000	28	16.
65,000 and above	66	39.5
Total	169	100

Count of Monthly Income

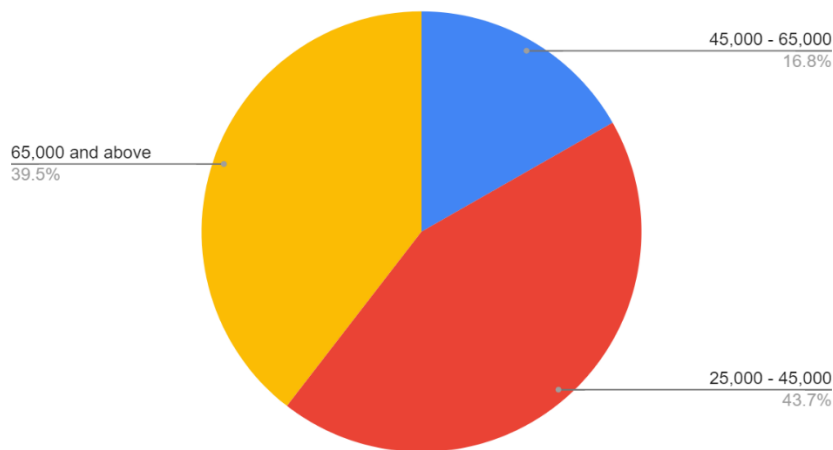


Chart 4.4: Distribution of respondents based on Monthly Income.

Interpretation:

This chart represents the monthly income of the respondents where 43.7% of the respondents have monthly income between 25,000-45,000, 39.5% of respondents are having monthly income of 65,000 and above and the remaining 16.8% of the employees are having monthly income between 45,000-65,000.

Inference:

Majority 43.7% of the respondents are in pay scale of 25,000-45,000.

Table 4.5.: Distribution of respondents based on Information sharing.

		Information				
			Strongly agree	Agree	Neutral	Strongly disagree
Designation	1	0	0	0	0	0
	Engineer	0	15	56	0	0
	dgm	0	0	1	0	0
	account officer	0	0	39	0	0
	telecom officer	0	0	9	21	0
	manager	0	0	0	9	18
Total	1	15	105	30	18	

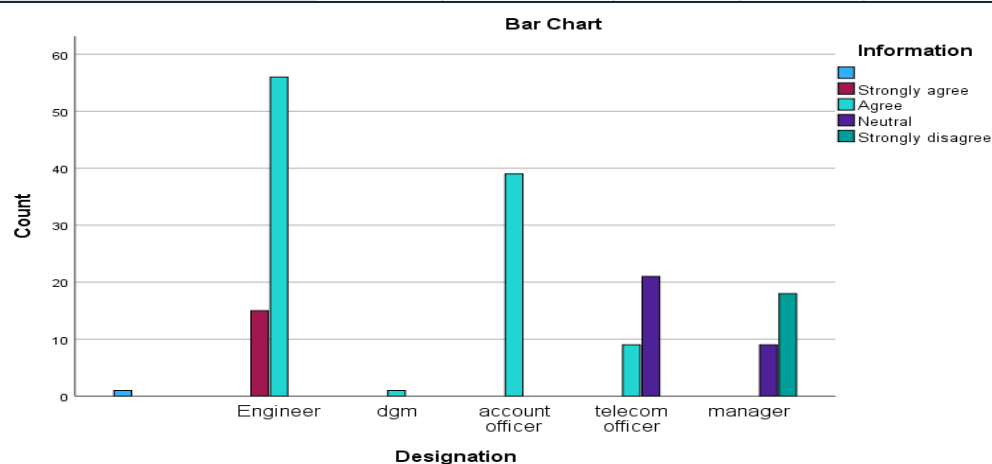


Chart 4.5: Distribution of respondents based on Information sharing.

Interpretation: The chart represents the respondent's views on the basis of information sharing in the company. 105 respondents have agreed that the information sharing is systematic.

Inference:

Majority of 105 respondents have agreed that there is a systematic sharing of Information in the organization.

Table 4.6.: Distribution of respondents based on transparency of work.

		Transparency					
			1	2	3	4	5
Designation		1	0	0	0	0	0
	Engineer	0	19	52	0	0	0
	dgm	0	0	1	0	0	0
	account officer	0	0	39	0	0	0
	telecom officer	0	0	11	16	3	0
	manager	0	0	0	0	12	15
Total		1	19	103	16	15	15

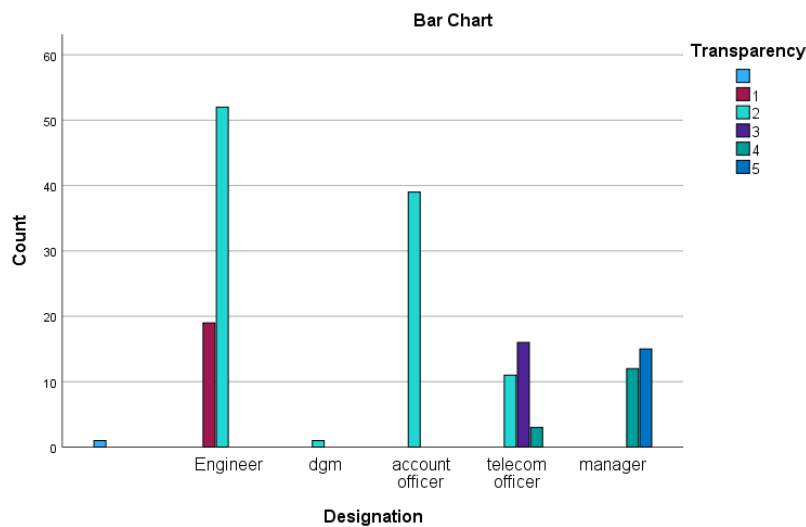


Chart 4.6: Distribution of respondents based on Transparency of work.

Interpretation: The table represents the respondent's view on transparency of work where 103 respondents agree that there is transparency of work in the organization.

Inference: Majority of 103 respondents have agreed that there is transparency of work.

Table 4.7.: This table reflects the feeling of recognition of employees in the organization.

		Count					
		feelingofrecognition					
			1	2	3	4	Total
Designation		1	0	0	0	0	1
	Engineer	0	19	52	0	0	71
	dgm	0	0	1	0	0	1
	account officer	0	0	39	0	0	39
	telecom officer	0	0	8	22	0	30
	manager	0	0	0	12	15	27
Total		1	19	100	34	15	169

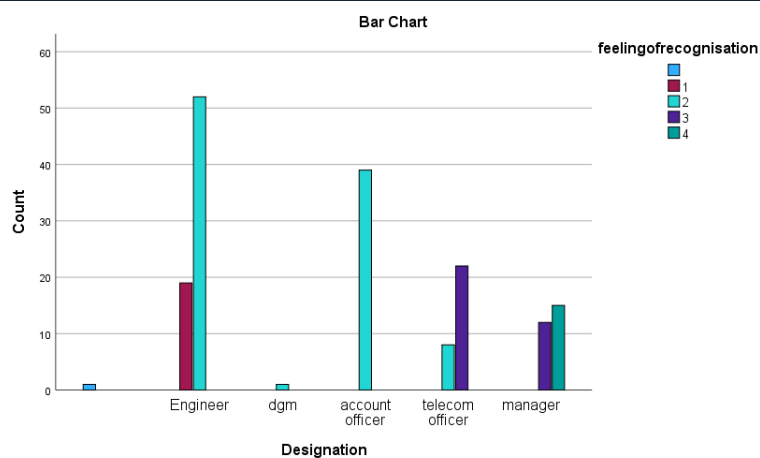


Chart 4.7: The chart reflects the feeling of recognition of employees in the organization.

Interpretation: The table represents respondents views on feeling of recognized in the organization where 100 respondents agree that they feel recognized for their work.

Inference: Majority of 100 respondents feels recognized for their work in the organization.

Table 4.8.: Do you think the recognition is meaningful to you?

		Count				
		meanigfulrecognition				Total
		1	2	3	4	
Designation		1	0	0	0	1
	Engineer	0	34	37	0	71
	dgm	0	0	1	0	1
	account officer	0	0	15	24	39
	telecom officer	0	0	0	20	30
	manager	0	0	7	7	13
Total		1	34	60	51	169

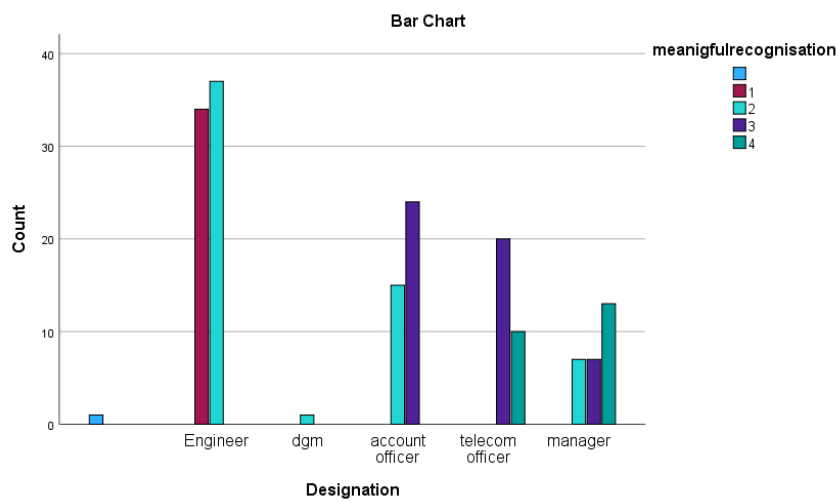


Chart 4.8: Do you think the recognition is meaningful to you?

Interpretation: The table represents the response of employees on the basis of meaningful recognition. Where 60 respondents agree that the recognition is meaningful to them.

Inference: Majority of 60 respondents agree that the recognition is meaningful to them.

Table 4.9.: Do you have freedom to share your ideas?

		Count					
		Ideasharing					
			1	2	3	4	Total
Designation		1	0	0	0	0	1
	Engineer	0	38	33	0	0	71
	dgm	0	0	1	0	0	1
	account officer	0	0	39	0	0	39
	telecom officer	0	0	26	4	0	30
	manager	0	0	2	13	12	27
Total		1	38	101	17	12	169

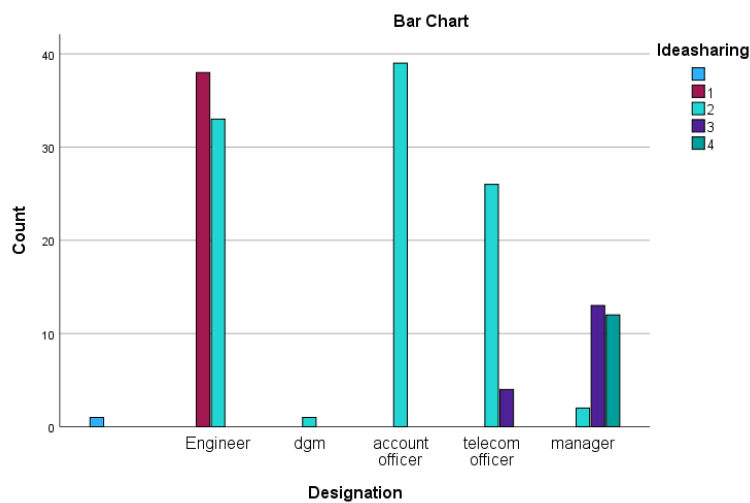


Chart 4.9: Freedom to share ideas.

Interpretation: The table and chart represent the freedom of Idea sharing in the organization where 101 respondents agree followed by 38 respondents who strongly agree.

Inference: Majority of 101 respondents agree that they have freedom to share ideas.

Table 4.10. The current series of benefits match what I expect from a company.

		Benefitmatchsexpectation				
		1	2	3	4	Total
Designation	1	0	0	0	0	1
Engineer	0	19	52	0	0	71
dgm	0	0	1	0	0	1
account officer	0	0	35	4	0	39
telecom officer	0	0	0	30	0	30
manager	0	0	0	15	12	27
Total	1	19	88	49	12	169

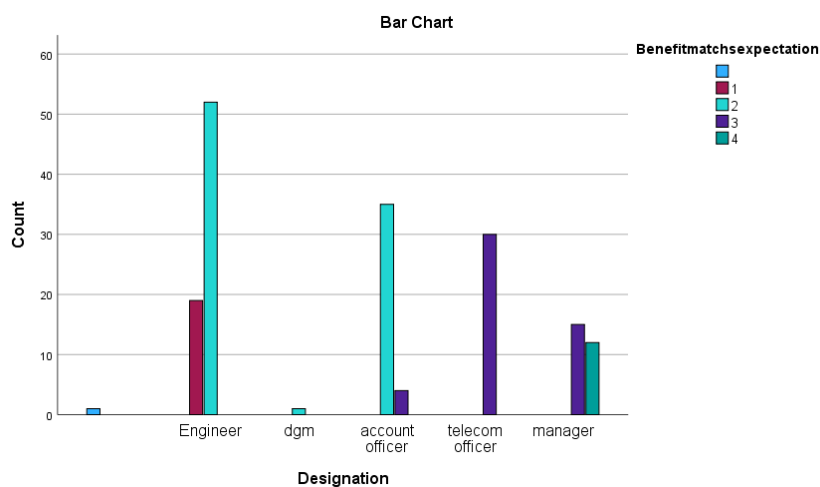


Chart 4.10: The current series of benefits match what I expect from a company.

Interpretation: The table represents the benefits matches the expectation of the respondents where 88 respondents agree but 49 respondents neither agree nor disagree.

Inference: Majority of 88 respondents agree that benefits matches what they expect from a company.

Table 4.11.I believe my benefits package is good as per Industry standards.

		Benefitpackageisgood					Count
			1	2	3	4	Total
Designation		1	0	0	0	0	1
	Engineer	0	0	53	18	0	71
	dgm	0	0	0	1	0	1
	account officer	0	0	0	36	3	39
	telecom officer	0	0	0	12	18	30
	manager	0	5	3	17	2	27
Total		1	5	56	84	23	169

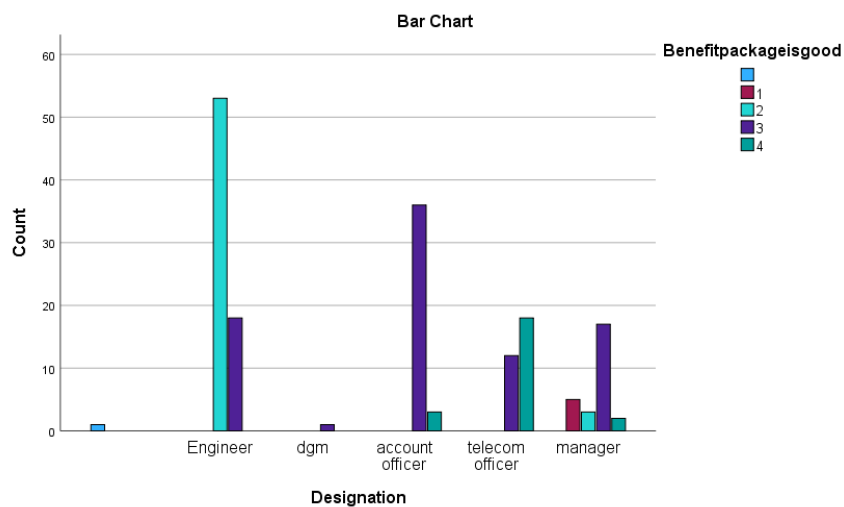


Chart 4.11: I believe my benefits package is good as per Industry standards.

Interpretation: The table represents the satisfaction level of the employees on the basis of benefits package where 84 respondents choose neutral followed by 56 agree but 23 respondents disagree.

Inference: Majority of 84 respondents selected as neutral for benefits package they receive.

Table 4.12. Are you satisfied with the allowance you get from serving in sensitive area?

		Count					
		Sensitiveareaallowence					
			2	3	4	5	Total
Designation		1	0	0	0	0	1
	Engineer	0	52	18	0	1	71
	dgm	0	0	1	0	0	1
	account officer	0	0	15	24	0	39
	telecom officer	0	0	8	5	17	30
	manager	0	2	14	11	0	27
Total		1	54	56	40	18	169

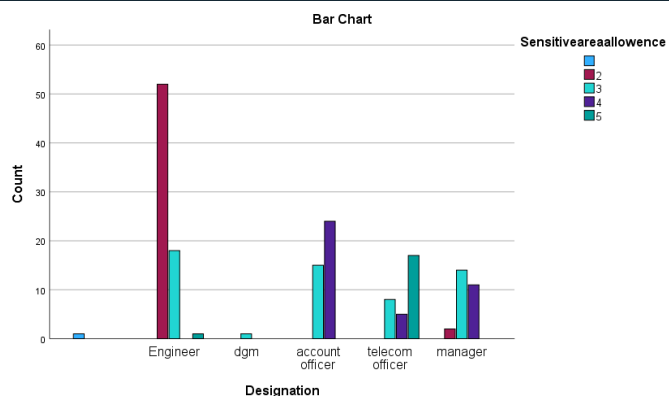


Chart 4.12: Are you satisfied with the allowance you get from serving in sensitive area?

Interpretation: The table and chart represent satisfaction level of the employee with the sensitive area allowance where 56 people neutral followed by 54 agree and 40 disagree and 18 strongly disagree.

Inference: Majority of 56 respondents selected neutral and 54 respondents agree that they are satisfied

Table 4.13.: Satisfaction with the companies' medial policy.

		Count					
		Medicalpolicies					
			2	3	4	5	Total
Designation		1	0	0	0	0	1
	Engineer	0	18	20	28	5	71
	dgm	0	0	0	0	1	1
	account officer	0	13	13	11	2	39
	telecom officer	0	7	12	9	2	30
	manager	0	1	13	9	4	27
Total		1	39	58	57	14	169

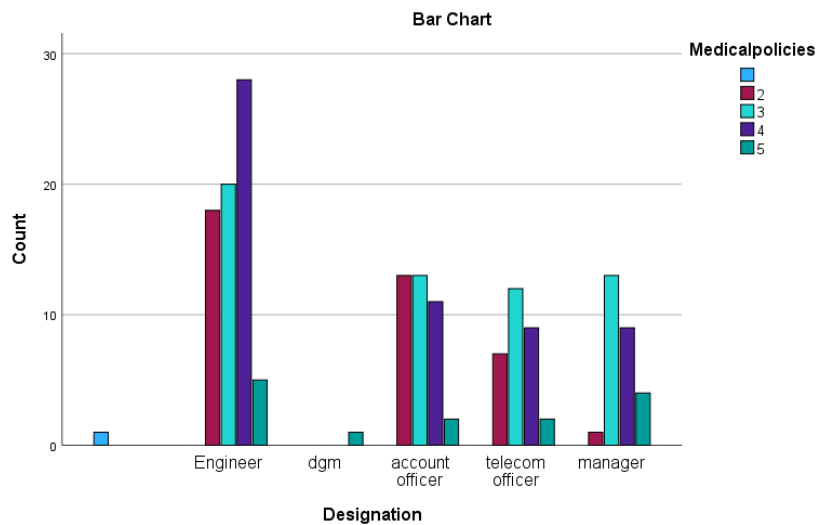


Chart 4.13: Satisfaction with the company's medial policy.

Interpretation: The table and charts represent the response of employees on the basis of medical policy where 58 responded neutral and 57 disagree which shows that medical policy needs to be revised.

Inference: Majority of 58 respondents are neutral.

Table 4.14.: Training and development courses are beneficial.

		Count					
		Workshopbeneficial					
			1	2	3	4	5
Designation		1	0	0	0	0	0
	Engineer	0	34	27	10	0	0
	dgm	0	0	0	0	1	0
	account officer	0	4	15	17	3	0
	telecom officer	0	3	20	7	0	0
	manager	0	9	10	6	1	1
Total		1	50	72	40	5	1

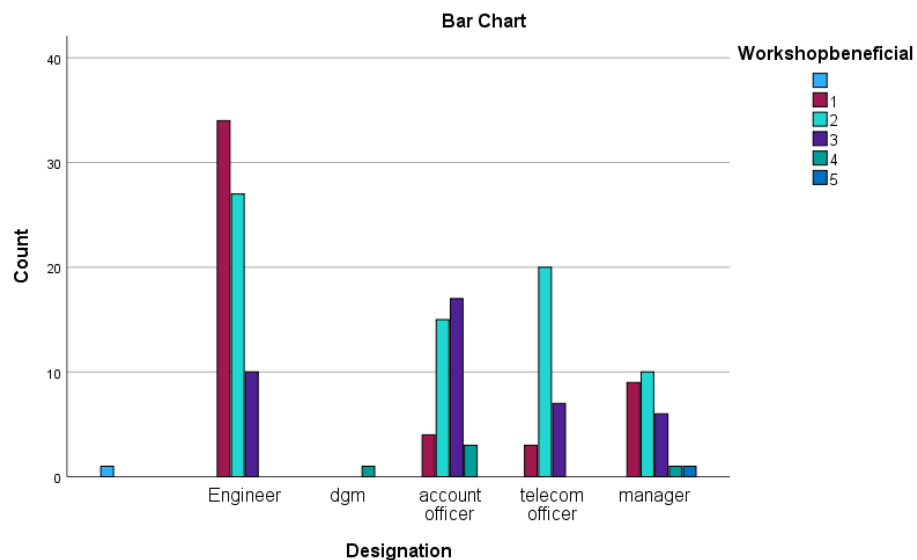


Chart 4.14: Training and development courses are beneficial.

Interpretation: The table and chart represent the response of employees on the basis of training and development courses provided by the organization, where 72 agree that it is beneficial.

Inference: Majority of 72 respondents agree.

Table 4.15.: Additional course requirement.

		Count				
		Additionalcourserequirement				
			1	2	3	Total
Designation		1	0	0	0	1
	Engineer	0	41	14	16	71
	dgm	0	0	0	1	1
	account officer	0	0	16	23	39
	telecom officer	0	13	10	7	30
	manager	0	10	14	3	27
Total	1	64	54	50	169	

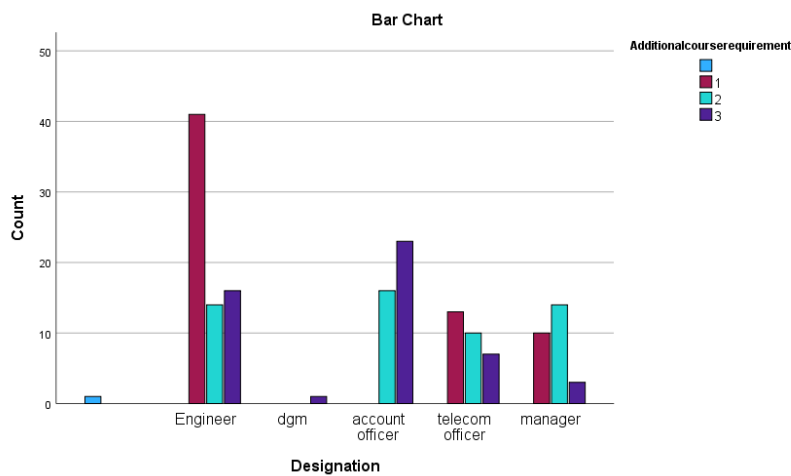


Chart 4.15: Additional course requirement.

Interpretation: The table and chart represent the response of the employees on the basis of requirement of additional course. Where 64 people strongly agree that the organization needs additional courses.

Inference: Majority of 64 respondents strongly agree that they need additional courses.

Table 4.16.: Freedom of feedback

		Count				
		Freedomoffeedback				
			2	3	4	Total
Designation		1	0	0	0	1
	Engineer	0	22	29	20	71
	dgm	0	1	0	0	1
	account officer	0	22	5	12	39
	telecom officer	0	13	3	14	30
	manager	0	0	24	3	27
Total		1	58	61	49	169

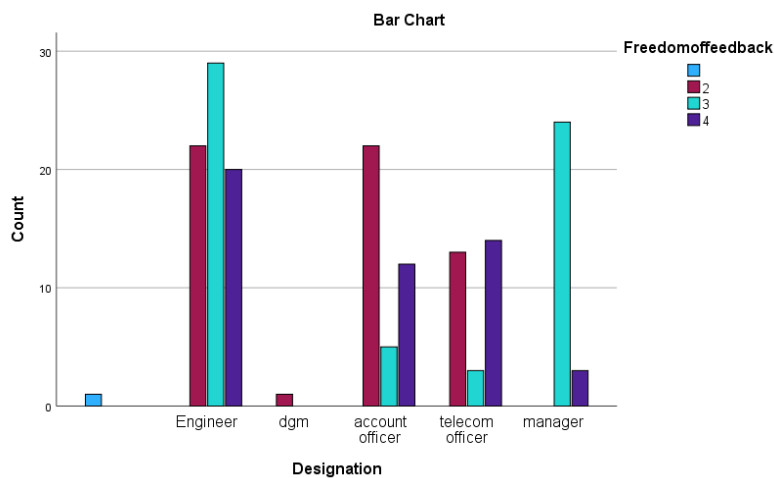


Chart 4.16: Freedom of feedback

Interpretation: The table and chart represent the response of the employees on the basis of freedom of feedback. 61 employees responded neutral and 58 employees agree that they have freedom to give genuine feedback.

Inference: Majority of 61 respondents neutral that they have freedom to give genuine feedback.

Table 4.17.: What type of recreation program

Particulars	No. of respondents	Percentage
Youth sports	44	27.5
Outdoor recreation	67	40.6
Family activities	54	32.7
Total	169	100

Count of What type of recreation program...

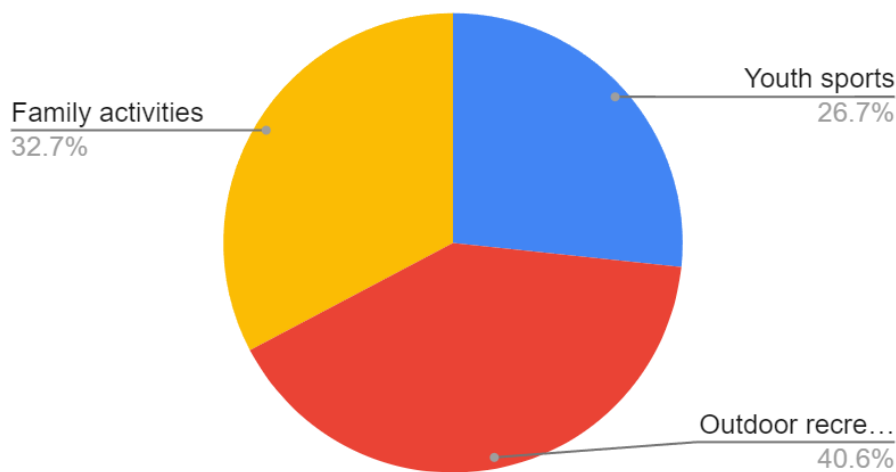


Chart 4.17: What type of recreation program

Interpretation: The respondents were given choices to select between the recreation programs where 40.6% of the employees have selected outdoor recreation followed by 32.7% family activities and 26.7% youth sports.

Inference: Majority of 40.6% of respondents wants Outdoor recreation.

Table 4.18.: Outdoor activities helps in

Particulars	No. of respondents	Percentage
Improves productivity	16	9.6
Building team spirit	34	20.4
Relieving stress	50	29.6
Eases out communication	67	40.1
Total	169	100

Count of Outdoor activities helps in:

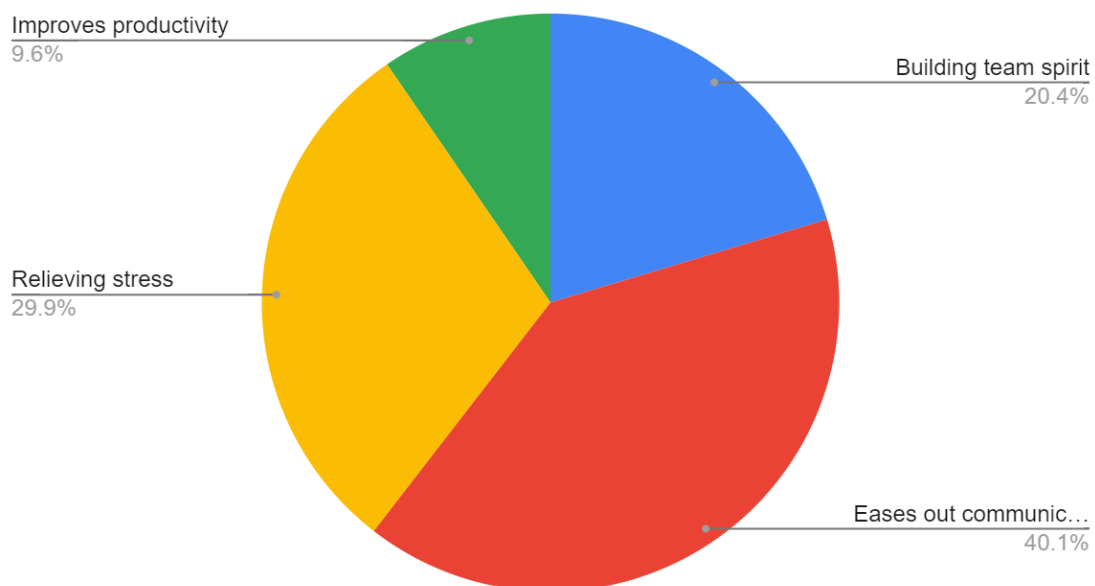


Chart 4.18: Outdoor activities helps in

Interpretation: This table and chart represents the response of employees on the basis of outdoor activities help them in 40.1% to ease out the communication, 29.9% relieving stress, 20.4% building team spirit and 9.6% in improving productivity.

Inference: Majority of 40.1% respondents says it eases out communication.

Table 4.19.: Most of your grievance is related to

Particulars	No. of respondents	Percentage
Work environment	17	10.2
Supervision	34	20.4
Work group	50	29.9
Economic	66	39.5
Total	169	100

Count of Most of your grievance are related to:

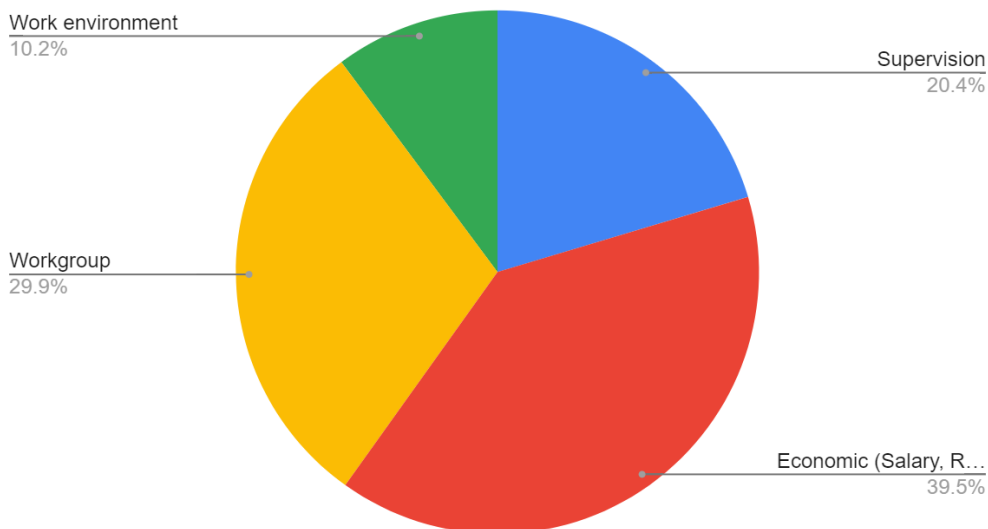


Chart 4.19: Most of your grievance is related to

Interpretation: This table and chart represents the response of the employees on the basis of their grievance are related to 39.5% of employees have selected Economic, 29.9% workgroup, 20.4% supervision and 10.2% on work environment.

Inference: 39.5% of the respondents are Economic.

Table 4.20: Whom do you report to in case of any grievance.

Particulars	No. of respondents	Percentage
Colleagues	20	12.0
Superior	55	32.9
Function head	54	32.3
HR department	38	22.8
Total	169	100

Count of Whom do you report/ share if you have any grievance?

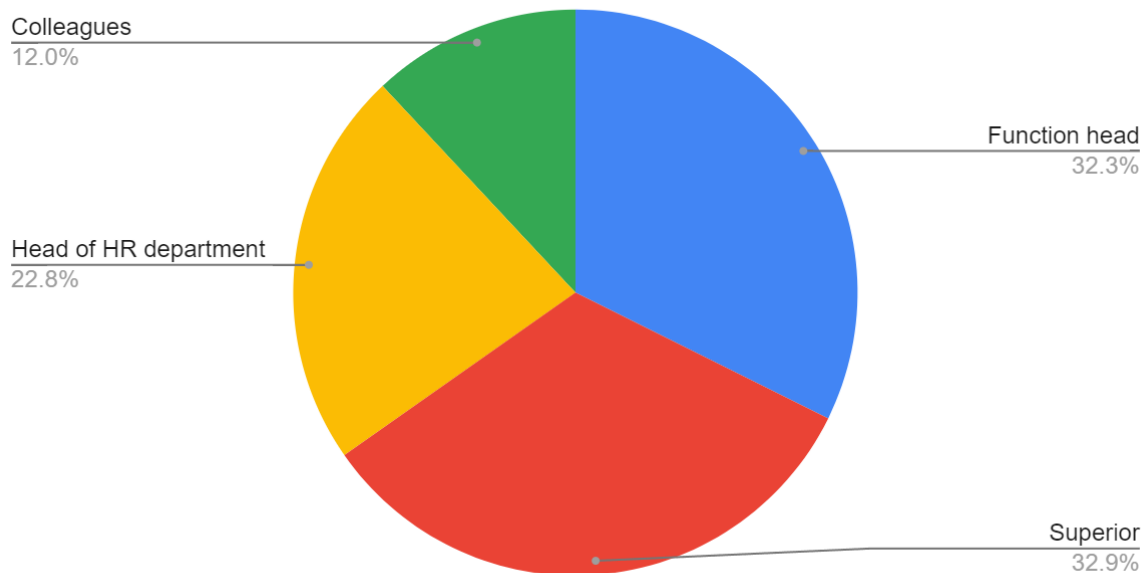


Chart 4.20: Whom do you report to in case of any grievance.

Interpretation: This table and chart represents the response of employees on the basis of to whom they report in case of any grievance. Where 32.9% of the employees have selected superior, 32.3% employees have chosen function head there is very less difference respondents selecting superior and function head.

Inference: Majority of 32.9% respondents report to their superior

Table 4.21: How much time does the organization takes to resolve your issues

Particulars	No. of respondents	Percentage
2 weeks	0	0.6
4 weeks	1	0
6 weeks	0	0
Depends on level	168	99.4
Total	169	100

Count of How much time your superior takes on a complaint?

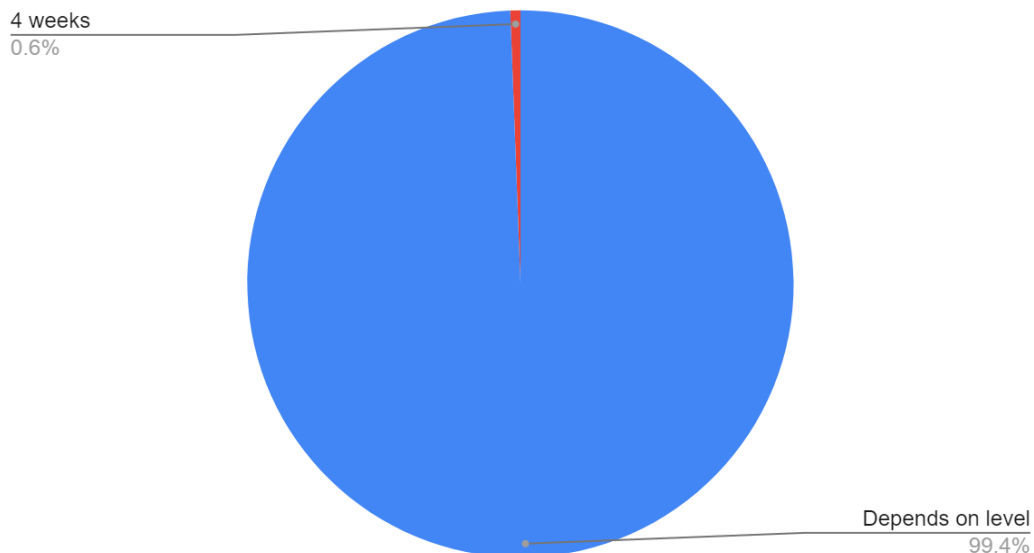


Chart 4.21: How much time does the organization takes to resolve your issues

Interpretation: The table and chart represent the response of the employees on the basis of the time that organization takes to resolve their issues and there is a huge gap between the response of the employees 99.4% of the employees have voted for depends on level and only 0.6% of employees have selected 4 weeks.

Inference:

99.4% of respondents says depends on level.

Table 4.22: To what level management is effective in grievance settlement?

Particulars	No. of respondents	Percentage
To a certain level	25	15.0
To an extent	39	23.4
Satisfactory	13	7.8
Not at all	13	7.8
Completely	77	46.1
Total	169	100

Count of To what level the management is effective in grievance settlement?

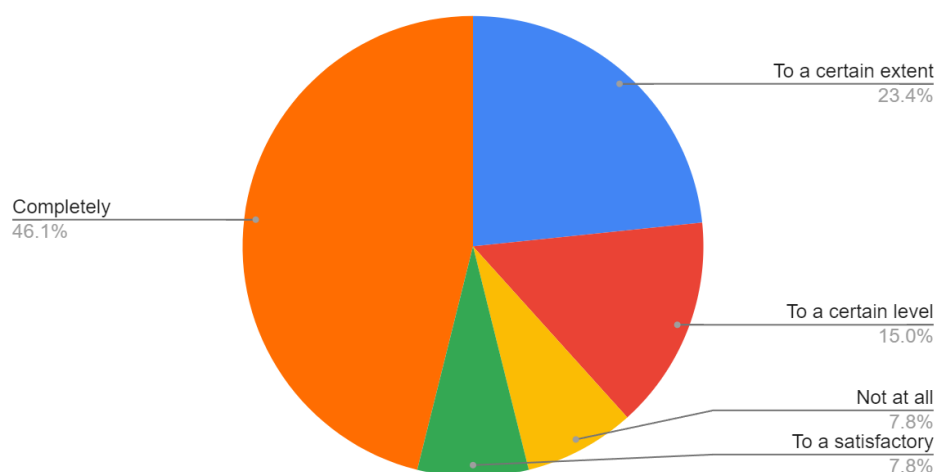


Chart 4.22: management is effective in grievance settlement

Interpretation: This table and chart represents the response of the employees on the basis of grievance settlement 46.1% completely, 23.4% to an extent, 15.0% certain level, 7.8% to satisfactory.

Inference:

Majority of 46.1% respondents feels completely satisfied with management.

ANALYTICAL TOOLS:

Chi Square test:

- + H0: There is significant impact of Designation of employee and rate employee engagement.
- + H1: There is no significant impact of Designation of employee and rate employee engagement.

Table 4.23: Chi square test

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Designation * employeeenagementsatisfaction	169	100.0%	0	0.0%	169	100.0%

Designation * employeeenagementsatisfaction Crosstabulation

Count

		employeeenagementsatisfaction				Total
		1	2	3	4	
Designation		1	0	0	0	1
	Engineer	0	34	37	0	71
	dgm	0	0	1	0	1
	account officer	0	0	15	24	39
	telecom officer	0	0	0	20	30
	manager	0	0	7	7	27
Total		1	34	60	51	169

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	329.041 ^a	20	.000
Likelihood Ratio	212.251	20	.000
N of Valid Cases	169		

a. 16 cells (53.3%) have expected count less than 5. The minimum expected count is .01.

Interpretation:

The p-value for the chi-square statistic is .000, which is smaller than the alpha level of .05. Therefore, there is enough evidence to reject the null hypothesis.

Inference: The p-value is smaller than the alpha value .05 hence we reject the null hypothesis and accept the alternative hypothesis.

ONE WAY ANOVA

Null Hypothesis H0: The mean salary is same for all the employees based on their years of experience.

Alternate Hypothesis H1: The mean salary is different for all the employees based on their years of experience.

Table 4.24: one way ANOVA

Descriptives									
salary		N	Mean	Std. Deviation	Std. Error	95% Confidence Interval for Mean		Minimum	Maximum
						Lower Bound	Upper Bound		
exp	25,000-45,000	73	1.64	.48	.06	1.53	1.76	1.00	2.00
	45,000-65,000	28	2.00	.00	.00	2.00	2.00	2.00	2.00
	65000 and above	47	2.70	.46	.07	2.57	2.84	2.00	3.00
	0-25000	20	3.60	.50	.11	3.36	3.84	3.00	4.00
	Total	168	2.23	.80	.06	2.11	2.35	1.00	4.00

ANOVA						
		Sum of Squares	df	Mean Square	F	Sig.
exp	Between Groups	74.58	3	24.86	129.96	.000
	Within Groups	31.37	164	.19		
	Total	105.95	167			

Interpretation: F-value of 129.96 with a significance level of .000 (or $p < .001$) indicates a strong evidence against the null hypothesis.

Inference: The significance level of .000 indicates that the probability of observing an F-value as extreme as 129.96 under the null hypothesis is very low (less than 0.1%), which suggests strong evidence against the null hypothesis. Therefore, we can reject the null hypothesis and accept the alternative hypothesis.

The mean salary of the employees are different based on their years of experience.

CHAPTER 5: FINDINGS, SUGGESTIONS AND CONCLUSION

5.1: FINDINGS OF THE STUDY:

1. Majority (42.5%) of respondents are Engineers.
2. Majority (60.5%) of respondents are Male.
3. Majority of 105 respondents agree that transfer of information is systematic in the organization.
4. Majority of 103 respondents agree that transparency of project details are provided in all levels.
5. Majority of 100 respondents agree that they feel recognized for their work in the organization.
6. Majority of 60 respondents agree that they feel the recognition is meaningful.
Majority of 101 respondents agree that they have freedom of sharing Ideas.
7. Majority of 88 respondents agree that the benefits match their expectation.
8. Majority of 84 respondents are neutral on their benefits package.
9. Majority of 56 respondents are neutral on benefits provided in sensitive areas.
10. Majority of 58 respondents are neutral on medical benefits provided by the organization.
11. Majority of 72 respondents agree that workshops are beneficial.
12. Majority of 64 respondents agree that they need additional courses.
13. Majority of 61 respondents are neutral on freedom of genuine feedback.

14. Majority of 100 respondents have grievances on Economic (Salary, Reward, Incentives).
15. Majority of 100 respondents report these issues to the HR Department.
16. Majority of 100 respondents says that it depends on levels to solve their issues.
17. Majority of 100 respondents feels satisfactory with the solution provided by the organization.
18. Majority of 40.6% of respondents wants Outdoor recreation.
19. Majority of 40.1% says outdoor recreation it eases out the communication.
20. Majority of 39.5% of respondent's grievance are related to economy.
21. Majority of 32.9% employees report to their superior in case of grievance.
22. Majority of 99.4% of respondents said that problem solving time depends on the level.
23. Majority of 46.1% respondents feels completely satisfied with the organization's grievance settlement.
24. Chi square represents that there is no impact of designation of employees and the rate of employee engagement in the organization.
25. One-way ANOVA represents that the salary of the employees is different based on their experience level.

5.2: SUGGESTIONS AND RECOMMENDATIONS:

- The organization should conduct more surveys to know perception of employees.
- The organization should frequently get feedbacks from the employees.
- There should be a proper recognition system in the organization.
- Employees should be provided more training and development courses for upgrading their skills.
- Employees should be encouraged to participate in more outdoor activities.
- The rewards and benefits should be reframed as per today's industrial standards.
- Recognize and reward employees for their achievements and contributions. This can be done through bonuses, promotions, or other forms of acknowledgment.
- Offer flexible work arrangements to employees who need it, such as remote work, flexible hours, or job sharing.
- Offer wellness programs to employees to help them stay healthy and motivated, such as gym memberships, mental health resources, or healthy snacks in the workplace.
- Celebrate milestones and successes with social events and team-building activities. This helps build a positive work culture and a sense of community among employees.

5.3: LIMITATIONS OF THE STUDY:

The universe being large the study will be restricted to respondents of Ambikapur, Chhattisgarh.

The sample size of the study will be limited to 169 respondents only

Time is also a limit for the study. The study is based upon primary data, so any wrong information given by the respondents may mislead the findings

5.4: CONCLUSION:

As per above observation and analysis most of the employees are happy to work with the BSNL except for few. Employee engagement is a concept that every organization should adapt for the betterment of their company as it has multiple benefits and that leads to the better performance of the company. An organization should thus provide recognition and awards to the employees for their good performance also they should provide employees training and development time to time to upgrade their skills.

Hence conclude that the raising and maintaining employee engagement activities are totally in the hands of the organization which requires the bundle of everything from time, efforts, commitment and maintaining the good relation with the employees to reach their vision of the organization.

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<https://bsnl.co.in/>

ANEXURE (I):

Questionnaire

1. Name:

2. Designation

3. Gender

- Male
- Female
- Prefer not to say

4. Qualification

- Graduate
- Post graduate
- Professional degree
- 12th grade
- 10th grade

5. Age

- Less than 25
- 25-35
- 35-45
- 45 and above

6. Monthly income

- Less than 25000
- 25000-45000
- 45000-65000
- 65000 and above

7. Since how many years you have been working in this organization?

- 0-5 years
- 5-10 years
- 10-15 years
- 15 and above

8. Job type

- Full time/ permanent
- Contract
- Trainee
- Intern

9. Transfer of information is systematic in your company?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

10. Transparency of project detail are provided to all the levels of employee?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

11. Do you feel recognized for your work in your company?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

12. Is the recognition you receive meaningful?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

13. Do you have freedom to share your Ideas?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

14. The current series of benefits match what I expect from a company.

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

15. I believe my benefits package is good as per Industry standards?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

16. Are you satisfied with the allowance when you work from Sensitive area?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

18. Are you satisfied with the medical policies provided by the company?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

19. Do you think training and development courses/workshop conducted by your company is beneficial?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

20. Do you feel the need of additional courses/workshop for the development of your career?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

21. Do you have the freedom to give genuine feedback regarding the company?

- Strongly agree
- Agree
- Neutral
- Disagree
- Strongly disagree

22. What type of recreation programs would you and your family members be most interested to participate in?

- Youth sports
- Arts and craft
- Family activities
- Outdoor recreation

23. Outdoor activities help in:

- Building team spirit
- Eases out communication
- Improves productivity
- Relieving stress

24. Most of your grievance are related to:

- Work environment
- Supervision
- Work group
- Economy (benefits, bonus, incentives etc.)
- Social injustice

25. Whom do you report/ share if you have any grievance?

- Superior
- Colleagues
- Function head
- HR department

26. How much time your superior takes on a complaint?

- 2 weeks
- 4 weeks
- 6 weeks
- Depends on level

27. To what level the management is effective in grievance settlement?

- Completely satisfied
- To an extent
- To a satisfactory
- Not at all

ANNEXURE (II)

RESEARCH ARTICLE

A STUDY ON EMPLOYEE ENGAGEMENT STRATEGIES IN BSNL

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Abstract

Employee engagement refers to the emotional connection and commitment that employees have towards their work, their organization, and its goals. It encompasses their level of dedication, motivation, and satisfaction in their job, as well as their willingness to go above and beyond their basic job responsibilities to contribute to the success of the organization. Taking this into the account a study was done. This study was targeted to identify the level of employee engagement in BSNL. BSNL has played a significant role in connecting people across India and bridging the digital divide, especially in rural and remote areas. It has been instrumental in providing telecom services for government organizations, businesses, and individual customers, contributing to the country's socio-economic development. It is also necessary for taking care of the employees and make them engaged into the work the Research was more confined and found out the strategies used by BSNL for engagement of the employees. The finding of the study shows various thoughts of the employees of the organization in respect of engagement activities, job satisfaction, Incentives and benefits.

I. Introduction:

Employee engagement refers to the emotional connection and commitment that employees have towards their work, their organization, and its goals. It encompasses their level of dedication, motivation, and satisfaction in their job, as well as their willingness to go above and beyond their basic job responsibilities to contribute to the success of the organization. Engaged employees are generally more productive, innovative, and loyal to their organization.

Employee engagement involves several factors, including:

1. Emotional commitment: Engaged employees feel a sense of pride, ownership, and loyalty towards their work and their organization. They are emotionally invested in their job and genuinely care about the success of their team and the organization as a whole.

2. Job satisfaction: Engaged employees are satisfied with their job and find it fulfilling. They enjoy their work and feel that it is meaningful and aligned with their skills and values.
3. Motivation: Engaged employees are self-motivated and take initiative to improve their work and contribute to the organization's success. They are driven by a sense of purpose and are willing to put in extra effort to achieve their goals.
4. Communication and collaboration: Engaged employees actively participate in team discussions, share ideas, and collaborate with their colleagues. They value open communication and feel comfortable providing feedback and contributing to problem-solving.
5. Opportunities for growth and development: Engaged employees are interested in advancing their skills and knowledge and seek opportunities for growth and development. They value learning and career advancement opportunities provided by their organization.
6. Recognition and rewards: Engaged employees appreciate recognition and rewards for their contributions and feel valued and appreciated by their organization. They are more likely to be engaged when their efforts are acknowledged and rewarded.

II. Review of literature:

NP Myilswamy, Dr.R.Gayatri (2014): According to their research "A study on Employee Engagement: Role of Employee Engagement in organizational Effectiveness", it is concluded that the level of Engagement determines employees productivity and their intention to stay in the organization. Employee Engagement drives organizationaleffectiveness by improving loyalty, retention, safety, productivity and profitability. And the employees who are highly involved in work are more engaged.

Johnson (2011) asserts that if applied correctly the engagement data can well act as a warning system for the organization, the study reports a negative correlation between the specific instances of work place deviations and levels of EE within the organization.

Sweetman & Luthans 2010 defined From the psychological perspective, engagement is a state-like phenomenon which is portrayed as an affective-cognitive state-like condition. It is not a temporary state such as mood nor as relatively non-malleable as fixed characteristics such as personality traits.. It is deemed quite stable.

Fernandez (2007) displays the dissimilarity between job satisfaction, the well-known construct in management, and engagement competing that employee satisfaction is not the same as employee engagement and since managers cannot depend on employee satisfaction to retain the best and the brightest; employee engagement becomes a critical concept.

Towers Perrin (2007) investigated and reported that those organizations with more engaged employees subsequently increased their operating income by 19% and earning per share (EPS) by 28% annually.

III. Objectives:

Primary objective:

To study the employee engagement practices in BSNL.

Secondary objective:

To analyze the effect of employee engagement that leads to job satisfaction.

To study factors affecting employee engagement.

To determine the relationship between employee engagement and organization performance

IV. Data analysis:

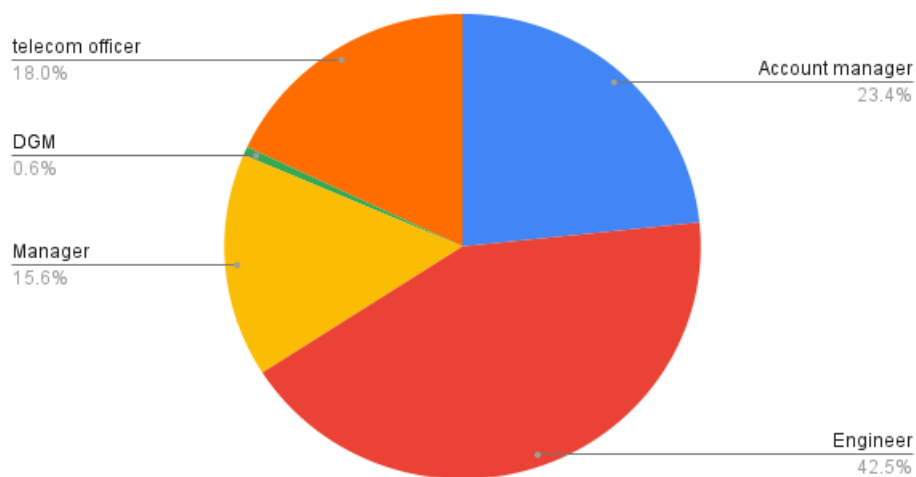
Table 4.1 Distribution of respondents based on Designations

Particulars	No. of respondents	Percentage
DGM	1	0.6
Account manager	39	23.4
Engineer	71	42.5
Telecom officer	30	18.0
Manager	26	15.6
Total	169	100

Source: primary data

Chart 4.1: Distribution of respondents based on Designation

Count of Designation



Interpretation

From the above table it is interpreted that the highest number of respondents are Engineers 71(42.5%) followed by account manager, telecom officer, and manager with 39(23.4%), 30(18%), 26(15.6%).

Inference:

Majority of 42.5% of the respondents are Engineers

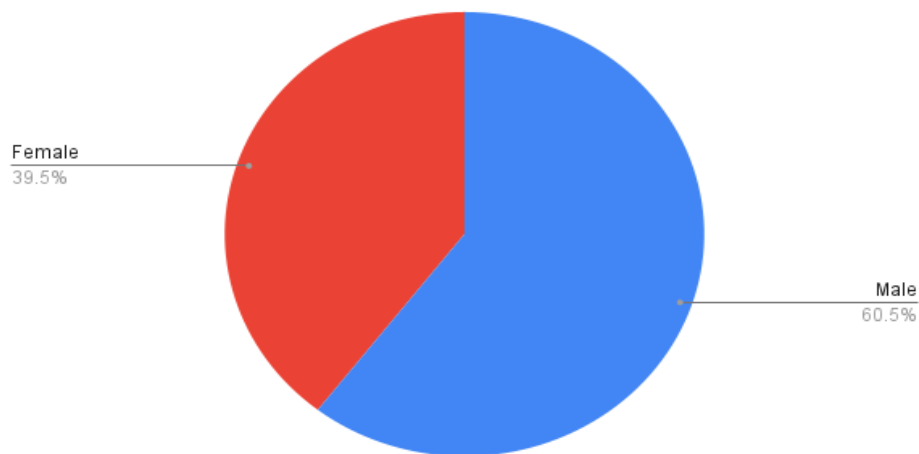
Table 4.2: Distribution of respondents based on gender.

Gender	No. of respondents	Percentage
Male	101	60.5
Female	68	39.5
Total	169	100

Source: primary data

Chart 4.2: Distribution of respondents based on gender.

Count of Gender



Interpretation

From the above table it is interpreted that the number of male respondents is 60.5% and female respondent is 39.5%.

Inference

Majority (60.5%) of the respondents are Male.

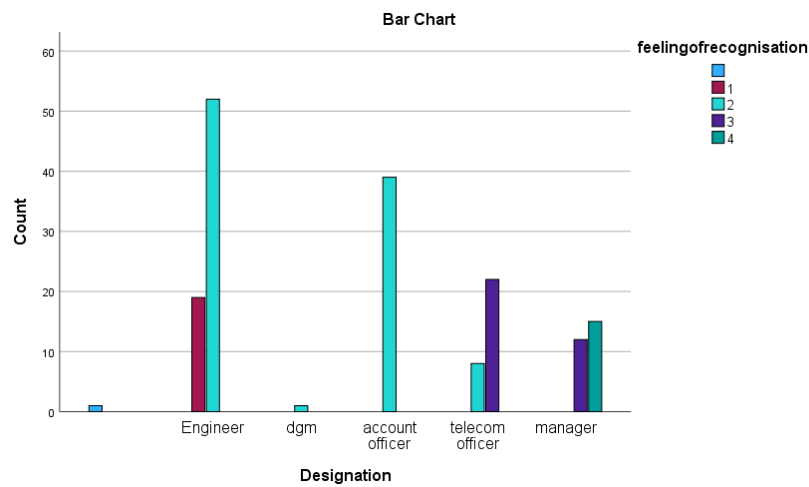
Table 4.3.: This table reflects the feeling of recognition of employees in the organization.

Count

		feelingofrecognition				
		1	2	3	4	Total
Designation	1	0	0	0	0	1
	Engineer	0	19	52	0	71
	dgm	0	0	1	0	1
	account officer	0	0	39	0	39
	telecom officer	0	0	8	22	30
	manager	0	0	0	12	15
Total	1	19	100	34	15	169

Source: primary data

Chart 4.3: The chart reflects the feeling of recognition of employees in the organization.



Inference:

Majority of 100 respondents feels recognized for their work in the organization.

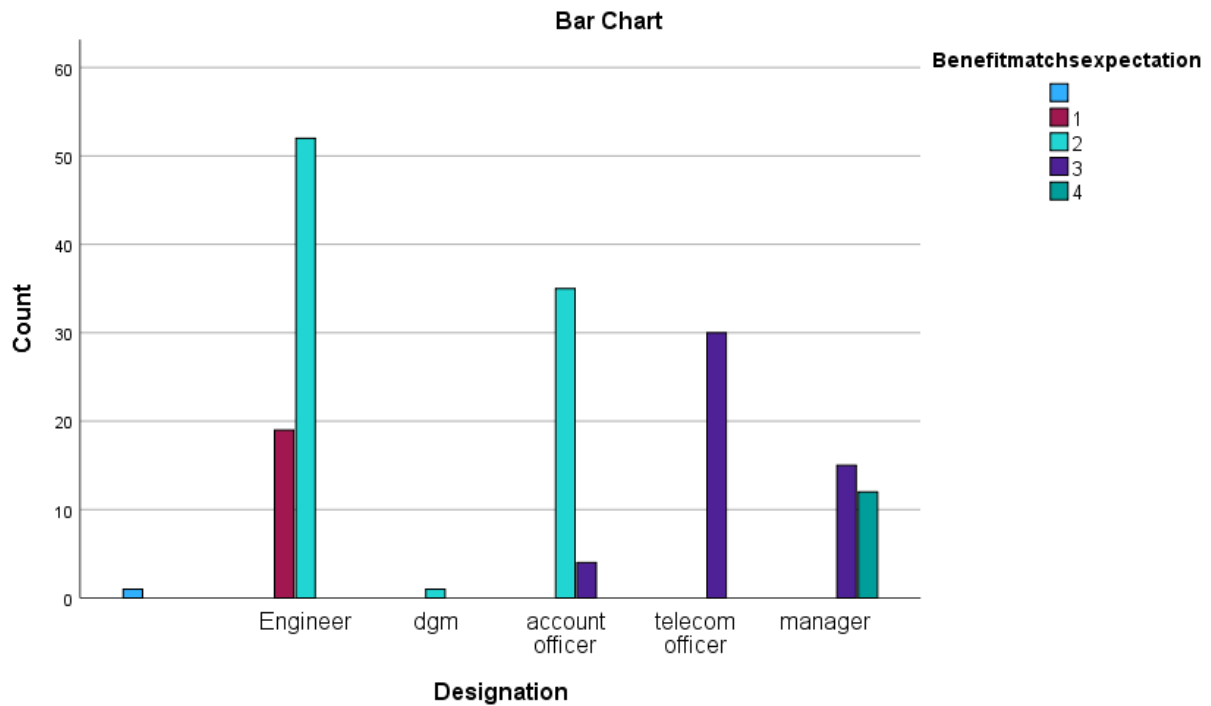
Table 4.4. The current series of benefits match what I expect from a company.

Count

		Benefitmatchsexpectation					
			1	2	3	4	Total
Designation		1	0	0	0	0	1
	Engineer	0	19	52	0	0	71
	dgm	0	0	1	0	0	1
	account officer	0	0	35	4	0	39
	telecom officer	0	0	0	30	0	30
	manager	0	0	0	15	12	27
Total		1	19	88	49	12	169

Source: primary data

Chart 4.4: The current series of benefits match what I expect from a company.



Inference: Majority of 88 respondents agree that benefits matches what they expect from a company.

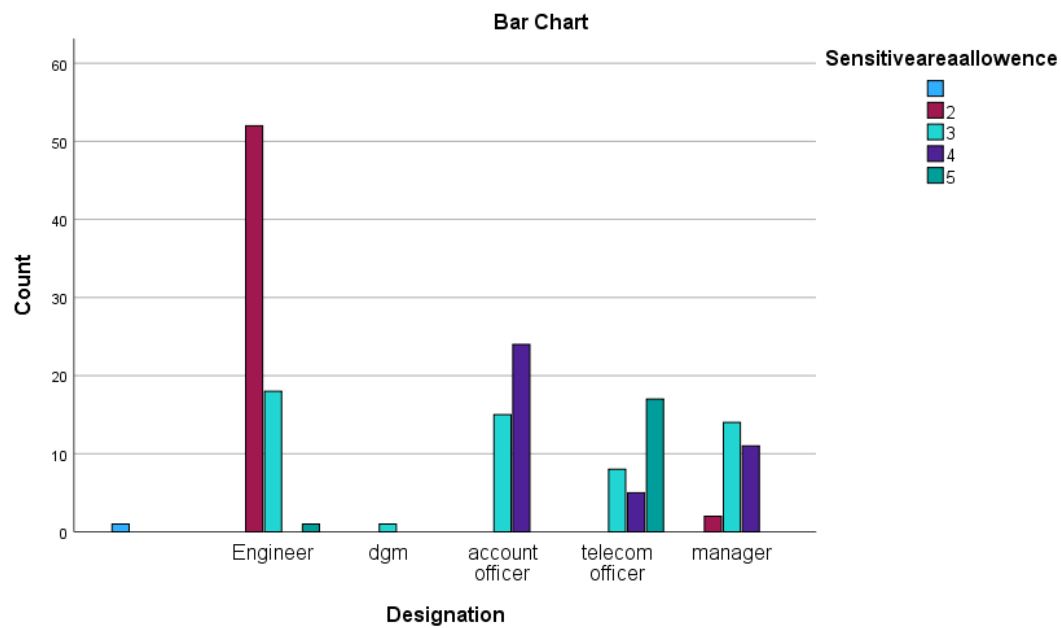
Table 4.5. Are you satisfied with the allowance you get from serving in sensitive area?

Count

		Sensitiveareaallowence					Total
			2	3	4	5	
Designation	1	0	0	0	0	0	1
	Engineer	0	52	18	0	1	71
	dgm	0	0	1	0	0	1
	account officer	0	0	15	24	0	39
	telecom officer	0	0	8	5	17	30
	manager	0	2	14	11	0	27
Total		1	54	56	40	18	169

Source: primary data

Chart 4.5: Are you satisfied with the allowance you get from serving in sensitive area?



Inference: Majority of 56 respondents selected neutral and 54 respondents agree that they are satisfied

ANALYTICAL TOOLS:

Chi Square test:

- + H0: There is no significant impact of Designation of employee and rate employee engagement.
- + H1: There is significant impact of Designation of employee and rate employee engagement.

Case Processing Summary

	Valid		Cases Missing		Total	
	N	Percent	N	Percent	N	Percent
Designation * employeeenagementsatisfaction	169	100.0%	0	0.0%	169	100.0%

Designation * employeeenagementsatisfaction Crosstabulation

Count		employeeenagementsatisfaction					Total
		1	2	3	4		
Designation		1	0	0	0	0	1
	Engineer	0	34	37	0	0	71
	dgm	0	0	1	0	0	1
	account officer	0	0	15	24	0	39
	telecom officer	0	0	0	20	10	30
	manager	0	0	7	7	13	27
Total		1	34	60	51	23	169

Chi-Square Tests

	Value	df	Asymptotic Significance (2-sided)
Pearson Chi-Square	329.041 ^a	20	.000
Likelihood Ratio	212.251	20	.000
N of Valid Cases	169		

a. 16 cells (53.3%) have expected count less than 5. The minimum expected count is .01.

Inference:

The p-value for the chi-square statistic is .000, which is smaller than the alpha level of .05. Therefore, there is enough evidence to reject the null hypothesis.

V. RESEARCH METHODOLOGY

Research in common refers to a search for knowledge. Research methodology is a way to systematically solve the research problem. It may be understood as science of studying how research is done scientifically. Sample Design:

The sample design which is used in the study is convenience sampling.

Respondents 169

From Ambikapur were selected on the basis of convenience.

Sample size: Sample size taken for the study is 169respondents.

Sources of data: The data is collected through in two ways:

Primary data:- The primary data was collected freshly and thus it was original in character. It has been collected through questionnaire. The questionnaires were given to the respondents through online questionnaire.

Secondary data:- Secondary data are data which have already been collected by someone. Its main sources are Journals, Newspapers, Magazines, and Internet etc.

Area of analysis: The study was conducted in BSNL office Ambikapur.

VI. STATEMENT OF PROBLEM

It is very important to encourage the employees of organization BSNL being one of the big government company which is now in not doing so well in the business as there are more competitors coming in the market. It is very necessary for the company to motivate the employees to keep on working.

VII. CONCLUSION:

As per above observation and analysis most of the employees are happy to work with the BSNL except for few. Employee engagement is a concept that every organization should adapt for the betterment of their company as it has multiple benefits and that leads to the better performance of the company. An organization should thus provide recognition and awards to the employees for their good performance also they should provide employees training and development time to time to upgrade their skills.

Hence conclude that the raising and maintaining employee engagement activities are totally in the hands of the organization which requires the bundle of everything from time, efforts, commitment and maintaining the good relation with the employees to reach their vision of the organization.

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