



RESEARCH ARTICLE

EMPLOYMENT ENGAGEMENT@NTECL

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ABSTRACT

This article is a study on Employee Engagement conducted at NTECL, a joint venture of NTPC Ltd., and TANGEDCO at Vallur, Chennai. The main objective of this study is to know employee engagement initiatives and to identify the barriers related to employee's commitment towards their job at NTECL to engage the employees to work with passion and feel profound connection to their company.

Key words:

NTECL,
NTPC,
TANGEDCO.

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INTRODUCTION

Engagement at work was conceptualized by Kahn, (1990) as the 'harnessing of organizational members' selves to their work roles. In engagement, people employ and express themselves physically, cognitively, and emotionally during role performance. While organizations are keen to keep maximizing the contribution of each individual towards corporate imperatives and metrics, individual employees need to find purpose and satisfaction in their work. Definitions of engagement, or characteristics of an engaged workforce encapsulates features such as—focus on motivation, satisfaction, commitment, finding meaning at work, pride and advocacy of the organization (in terms of advocating/recommending either the products or services of the organization, or as a place to work). Additionally, having some connection to organization's overall strategy and objective and both wanting and being able to work to achieve them, keys elements of engagement. A recurring theme in the literature is the idea that engagement involves workers 'going the extra mile', and exerting effort over and above what is normally expected. Every organization aims to enhance the engagement level of the employees by observing and monitoring them. Researches using different resources of engagement level (involvement and enthusiasm) has links to variables such as

employee turnover, customer satisfaction- loyalty, safety and to a lesser degree, productivity and profitability criteria.

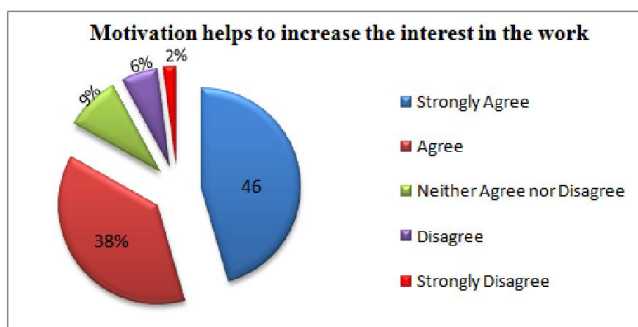
How does this research differ from existing research?

Over recent years there has been a significant shift in the employee-employer relationship. With increasingly competitive markets, globalization, demands for constant change and the war for talent, organizations face significant challenges in their pursuit for business success. Through this project, the research helped to know about the importance of theoretical knowledge of employee engagement viz. concepts, aspects, drivers, importance, barriers of disengagement etc, thereby bringing about conceptual clarity. This research study is Descriptive & Hypothesis research in nature. The size of the sample is 105 and the sampling technique used is Stratified random sampling (Probability sampling), through the questionnaire method. Both primary and secondary sources of data collection have been used in this report. The questionnaire has been conducted with many questions concerning the drivers of employee engagement, interpersonal relationship, facilities and disengagement at NTPC Tamilnadu Energy Company Limited for the betterment of the organization. The tools which used are chi-square test, weighted average method, one way ANOVA, one sample run test and correlation. A thorough analysis has also been done on the responses given by the respondents based upon which conclusions have been drawn. The research reveals that the various factors and procedure followed to actively engaged the employees in

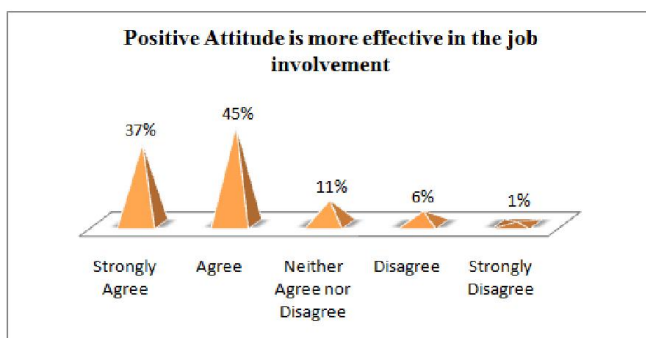
NTECL is found very effective. The study on employee engagement highlighted so many factors which will help to engage the employees for the betterment of the organization. The research also exposes that there is a significant difference between age of the employees and provided with all the necessary support to effectively perform their job so that they will normally perform better and are more motivated. The study also shows that there is a significant difference between experience of the employees and low engagement will affect profit margin in achieving productivity and profitability criteria.

Major Findings related to the objectives

- The research shows that 46% of the respondents strongly agree that motivation helps to increase the interest in the work in NTPC Tamilnadu Energy Company Limited (NTECL).

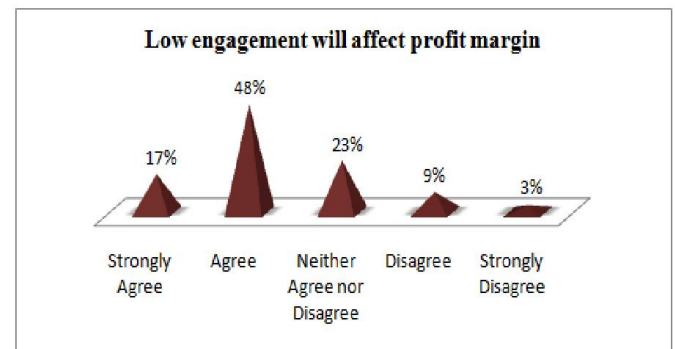


- 45% of the respondents agree that superior guide them to improve the job involvement in NTECL.
- 45% of the respondents agree that positive attitude is more effective in the job involvement.



- Most of the respondents say that they are SOMETIMES provided with all the necessary support to effectively perform their job in NTECL.
- Most of the respondents say that welfare measures provided by the company is good in NTECL.
- Most of the respondents say that business vision and values are sometime communicated to employees in NTECL.
- Most of the respondents neither agree nor disagree that the company does a good job of linking rewards to job performance in NTECL.
- 47% of the respondents say participative forum help to a great extent in maintaining industrial relations in NTECL.

- Most of the respondents relationship with subordinates, immediate superior and colleagues is good in NTECL.
- Most of the respondents say that other department employees are often cooperative with each other in NTECL.
- 43% of the respondents talent and commitment are sometime not being recognized in NTECL.
- Most of the respondents disagree that they have not shown full commitment in NTECL.
- 48% of the respondents agree that low engagement will affect profit margin.



Rest of the Findings

- The research shows that most of the respondents have 0-5yrs of experience in NTECL.
- 45% of the respondents agree that positive attitude is more effective in the job involvement in NTECL.
- Most of the respondents say that self-interest and empowerment helps to improve the job involvement in NTECL.
- 40% of the respondents agree that longer service employees will have more sense of belongingness in NTECL.
- The research shows that most of the respondents always feel a deep sense of loyalty and trust toward this company.
- 48% of the respondents are always proud to tell the people that they are a part of this company.
- 41% of the respondents say that often company communicates the every change that takes place in NTECL and involves in decision making.
- Most of the respondents agree that individual's career goals and company's goals are taken into account while setting Key Performance Areas(KPA's) in NTECL.
- 56% of the respondents agree that performance targets to be achieved in a certain time period in NTECL.
- Most of the respondents agree that performance management system of the company identifies the training needs of employees in NTECL.
- The research shows that 37% of the respondents are satisfied with growth opportunities in NTECL.
- Most of the respondents neither agree nor disagree that the management gives recognition for goods results achieved in NTECL.
- 40% of the respondents have sometime thought that they are wasting their effort in NTECL.
- 40% of the respondents are sometime dissatisfied with their work in NTECL.
- 44% of the respondents sometime feel to resist the change of the system in NTECL.

- Chi-Square analysis reveals that, there is a significant difference between age of the employees and provided with all the necessary support to effectively perform their job.
- Chi-Square analysis reveals that, there is a significant difference between experience of the employees and low engagement will affect profit margin.
- Weighted average method analysis reveals that, more weight age is given to other department employees are cooperative with each other.
- One way ANOVA analysis reveals that, there is no significant difference between gender of the employees and company does a good and fair job of linking rewards to job performance.
- Correlation analysis reveals that, there is a positive correlation between the two variables. So, there is a correlation between welfare measures provided by the company and relationship with subordinates, immediate superior and colleagues.
- One sample t-Test analysis reveals that, the samples are randomly chosen.

Suggestion

- Since most of the employees had agreed with the factors such as motivation, superior guidance, self-interest and positive attitude will be more effective in the job involvement, so it has to be followed for more employee commitment towards their job.
- The company should provide with all the necessary support to all the employees, so that they can effectively perform their job.
- The company can introduce a better feedback system which helps to increase the productivity.
- The company should do a good job of linking rewards to job performance, so that employees will more engaged in their job.
- The management should give recognition for good results achieved, so that employees commitment are being recognized.
- Skills, involvement & enthusiasm and others variables of employee engagement should be appreciated, gauged and defined.

Conclusion

The study concludes that the various factors and procedure followed to actively engaged the employees in NTPC Tamilnadu Energy Company Limited (NTECL) is found very

effective. The study on employee engagement highlighted so many factors which will help to engage the employees. The study helped in findings which were related with drivers of employee engagement and to analyze employee's satisfaction on its interpersonal relationship exists in the company. It also helped in finding out welfare measures and necessary support by the company. Also, the barriers related to employee's commitment towards their job helped to identify various factors leads to disengagement. The factors such as motivation, superior guidance, self-interest and positive attitude helps employees to increase the interest in their work. When employees are provided with all the necessary support to effectively perform their job they feel as positive attachment and willingness to exert energy for success of the organization. Job involvement, organizational commitment, Reward & Recognition, Participative management, communication system, interpersonal relationship are predictors of employee engagement in commitment which really play a major role in engaging the employees of the organization. Their words, effort, talent & commitment all should be recognized. It is a major factor that makes an employee feels good in his work and results in his satisfaction too. The organization can still concentrate on specific areas which are evolved from this study in order to make the engagement programs more effective. Steps should be taken to improve the conditions in future. The suggestions of this report may help in this direction.

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- Srivastava, Bhatnagar Employee Engaged when Personal meaning and motivation in work Receive Interpersonal support Function in Efficient work environment.
