



IMPACT OF EMPLOYEE ENGAGEMENT ON INNOVATIVE HR PRACTICES WITH REFERENCE TO BSNL, HYD TELECOM DIST

P. Lova Kumar

Ph.D. Scholar, Dept. of HRM, Acharya Nagarjuna University, Guntur-522 510, A.P.

Dr. V. Tulasi Das

Dept. of Human Resource Management, Acharya Nagarjuna University,
Guntur-522 510, A.P.

ABSTRACT

In the today's business world, human resource (HR) is an indispensable input for organizational effectiveness. Hence, an effective administration of human resources has an important function to play in the performance and success of companies. Competitive pressures have stimulated organizations to be proactive in diagnosing HR issues and to undertake more progressive HR practices due to the fact that these have been no longer a subject of trend, but instead of survival Innovation in HRM includes new tactics and mentioning new suggestions to care for the employees in an mighty method as a way to generate maximum output and while guaranteeing worker engagement with no trouble. Bharat Sanchar Nigam Limited (BSNL) is an Indian state-owned telecommunications company. Nonetheless, in up to date years the manufacturer's revenues and market share have plummeted into heavy losses due to intense competition within the Indian Telecommunications Sector. BSNL was in incurring Rs 8,000 crore loss in 2014. But, in these days it has earned an working profit of Rs 672 crore in just one and half of years time because of one in every of its foremost innovative HR Practices i.e. Green Recruitment, e-Initiatives, Paid vacation and Cross fit Work Centers and so forth....This paper this may discover all these Practices and its affect on employee Engagement.

Key Words: Innovation, Green Recruitment, Paid vacation, Cross Fit Work centers, Employee Engagement.

1. Introduction

Innovative approaches would inspire the staff in application organizations to utilize their set of potential and knowledge by means of discretionary effort realizing corporation's business process. This approach to human resource management is likely to contribute to extended monetary efficiency of the firm. Progressive arrangements also have the competencies to develop employee morale, thereby making improvements to performance by way of reduction in grievances and through larger effort and diligence. Research have proven that HRM innovations not handiest outcome in tangible organizational results but in addition assist companies in establishing innovative solutions as the need arises.

Telecom firms are employing progressive human resource practices which are unique from the brick and mortar firms to control their human assets. The HR practices in Indian software organizations like employee sourcing and human useful resource progress initiatives are remarkably specific from the manufacturing and other provider sector firms. The researcher in this be taught tries to discover the reply for study question does the various progressive HR practices in application organizations convey out human resource outcomes like job pleasure, organizational dedication and organizational citizenship behavior among its staff.

1.1 BSNL INNOVATIVE HR PRACTICES

Bharat Sanchar Nigam Ltd. Was once integrated on 15th September 2000. It took over the business of offering of telecom services and Network Management from the erstwhile significant Govt. Departments of Telecom services (DTS) and Telecom Operations (DTO), with effect from 1st October'2000 ongoing crisis groundwork. It is among the greatest & leading public sector models supplying comprehensive range of telecom offerings in India. BSNL with a company philosophy that considers Human resource as essentially the most prized belongings of the organization, it's natural for BSNL to continually hone employee knowledge, increase their talents and their capabilities and their aspirations to fruition. While BSNL goes about conducting its business events, it lays emphasis on steady enhancement of capabilities and expertise through regular coaching programmers.

1. Green Recruitment

Green Recruitment means paper-free recruitment process or eco-friendly recruitment with a minimal environmental impact. Applications are invited through online mediums like e-mail, online application forms or the Global Talent. BSNL adopted this new innovative Recruitment Process for all entry level exams as well as for departmental Promotions Exams like LDCE, LICE.

2. Paid Vacation

Paid Vacation is the new Strategic Approach motivating the employees by creating health relationships with their Personal life. In this process Organization will pay an Incentive to spend their vacation and disconnect from their duties for a very short period of time. BSNL Named it as a LTC (Leave Travel Concession) provided to the all the employees irrespective of Cadres.

3. Digitization of HR

Digitization is the process of converting information into a digital format . In this format, information is organized into discrete units of data (called bit s) that can be separately addressed (usually in multiple-bit groups called byte s). This is the binary data that computers and many devices with computing capacity (such as digital camera s and digital hearing aid s) can process. BSNL completely migrated in to ERP (Entrepreneur Resource Planning).ERP is nothing but Software solution that addresses the Enterprise needs, taking a process view of the overall organization to meet the goals, by tightly integrating all functions under a common software platform.

E Enterprise	BSNL
R Resource	1 Money 2 Men 3 Material 4 Machines
P Planning	Optimum utilisation

4. Cross Fit Centers

This new type of Approach to overcome work tensions, Traffic irritations, and to increase Stable and Positive Attitudes BSNL created a Yoga Centers for employees. Now it is limited to the employees whose are staying in Quarters only,

5. e- Training

The delivery of learning, training or schooling software through electronic means. E-Learning out entails the use of a computer or digital device. E-learning out can involve a bigger style of equipment than online coaching or education, for because the title implies, "on-line" entails utilizing the web or an Intranet. CD-ROM and DVD can be utilized to furnish studying substances. BSNL utilizing Webinar services as a key instrument for e-coaching. Webinar brief for web-based seminar, a webinar is a presentation, lecture, workshop or seminar that's transmitted over the net using video conferencing program. A key function of a Webinar is its interactive elements: the ability to present, receive and speak about knowledge in real-time.

To apex training centers of BSNL i.e. Advanced level Telecom training center (ALTTC) at Ghaziabad and Bharat Ratna Bhimrao Telecom training center at Jabalpur are comparable to any world classification Telecom training middle. Moreover, forty three zonal training facilities and a national Academy of Telecom Finance and management had been strolling for several years now.

6. Dynamic Employees welfare

As we aware of that ban of Rs500 & Rs1000 notes created a lot of trouble to the people even though its good move. But BSNL Management supported the employee by sanctioning 10,000 advances by cash with new notes.

Employee Engagement

The Employee Engagement refers back to the degree of relationship between the employer and its employee. An employee is alleged to be incredibly engaged if he's willing to work and go beyond of what in general is predicted in his role. In different words, the extra effort an employee is inclined to place forth determines his measure of emotional attachment to the group. The emotional attachment way a robust emotional bond and worker has with the group such that he personalizes the corporation's ambitions and ambitions and work closer to furthering the organization's popularity. Employee engagement is almost always associated with pleasure; however nonetheless, they do not go together. This means a highly convinced character need not necessarily be thoroughly engaged or disengaged by the corporation. There's a probability that a worker might be engaged with the aid of a job and not by means of a group or vice versa. Therefore, satisfaction, dedication, delight and advocacy with regards to each the job and the organization constitute the predominant factors of engagement. The pride refers the extent to which a worker is utterly absorbed and inspired to participate in the venture assigned to him. The commitment is an emotional bond employee shares with the organization. And eventually, the employee praises his group on account that he feels satisfaction in organization with it. He talks particularly about his organization as the first-rate location to work and speak vividly about its products and offerings.

2. Need And Objective Of The Study

Employee Engagement is an important indicator of Organizational Success. Engaged employees work with passion and feel a profound connection to the company where as an actively disengaged employee aren't just unhappy but act out their unhappiness. Therefore it is highly essential to know if an organization has an engaged workforce. Engagement is often

related to productivity, Profitability etc. However little is known about the behavioral impact of Engagement. Therefore this study is focused on finding Impact of Employee Engagement on Innovative HR Practices.

3. Literature Review

Innovative organizations continuously seek to manage their HR effectively to create and market new products and services (Gupta and Singhal, 1993). The human capital (resource) and the rate of innovation are interdependent and complimentary to each other.

Human Resource Management and Innovation

When Organizations involve in innovation, they want inventive and innovative people, who're bendy, chance taking, and tolerance of uncertainty and ambiguity (Chen and Huang, 2007). It is main for a corporation to undertake supportive HRM practices that may motivate and motivate staff to be creative and revolutionary (Ling and Nasurdin, 2010). HR has the advantage to encourage innovation and creativity within the organizations (Gupta and Singhal, 1993). A be taught of the sector financial institution on organizational innovation in forty seven rising economies shows that the schooling level of managers and body of workers had a enormous have an impact on on revolutionary capabilities (Ayyagari et al., 2007).Capabilities, skills and behaviors of staff can be the sources of innovation efficiency of an organization (Jimenez and Valle, 2008). Additionally they cited that the innovation capability of a service provider resides in its staff " abilities and motivation. Worker advantage is the prime source of innovation or the motivation of innovation. Centered on this, it is easy to argue that companies that have the employees" cognitive competencies gathered through lecturers act as a pressure for innovation (Som, 2007). These ideas aid the useful resource-centered concept (Wernerfelt, 1984) of a corporation. Consistent with the useful resource-centered idea, innovation enables the development of valuable and scarce assets within the organization. There's a general identification concerning the significance of HRM as a determinant of innovation. HR and HRM practices of an enterprise have energy to investigate the innovation inputs, innovation incidence and sustainable innovation performance of the organization.

The reason in the back of this phenomenon is: the revolutionary potential of an organization resides within the intelligence, creativeness and creativity of its HR (Mumford, 2000) in terms of innovation inputs. In a similar fashion, for the innovation incidence and conserving innovation potential in a sustainable method, organizations require innovation

targeted HRM practices. Finally, a set of HRM policies, systems and practices can furnish „required inputs for innovation“ can be certain „innovation occurrence“ and may maintain „innovation competencies“ in a business enterprise. Consistent with the capability-Motivation-possibility (AMO) idea (Appelbaum et al., 2000), efficiency is a operate of ability, motivation and possibility. From this perspective, you'll be able to argue that innovation efficiency (person or organizational stage) can be a function of innovation related potential, motivation for innovation and possibility for innovation. AMO conception suggests that HRM practices enhance the enterprise's human capital by way of improved human capabilities translate into efficiency outcomes such as innovation, higher productiveness, reduced waste, higher first-rate and revenue. According to this theory, innovation-centered staffing and training practices can be certain the required ability and potential for organizational innovation. By way of enhancing HR's motivation and dedication via the practices of reward administration and innovation embedded performance management, the organizations can be certain real innovation incidence in the workplace. While, as William (1990) states that innovation does now not arise by itself, firms have to furnish their employees the possibilities to innovate or need to make demand for innovation from their employees. As a rule terms, to be a revolutionary corporation, it has to request for innovation. Additionally to those practices, companies ought to make sure the sustainability of innovation efficiency by way of HRM practices. Generally, HR practices have energy to increase ability, motivation and possibility in an organizational environment. According to the procedure concept (Katz and Kahn,1978), a system is with inputs, processing and outputs. Via making use of this concept, you could integrate HRM procedure and innovation procedure of a business enterprise. Innovation method of an institution will have to include inputs, innovation processing or occurrence, and innovation outputs. HRM system of an organization can work in an integrated method with the innovation process of a service provider. Desk 1 suggests the inter connection and interdependent of each techniques.

Table 1 - Link between both systems

S.No.	System	HR Practices	Innovative Practices
1	Input Leads	Employee knowledge, skills, abilities and Attitude	HR Inputs and Other Inputs
2	Functioning	Creating and shaping employee behavior via HRM functions, processes, procedures and practices	Innovation occurrence or process of innovation taking place/materializing innovation
3	Output Results	Efficient and effective HR system, job performance and retaining talented workforce	New products, process and innovation performance and retaining innovation potential

Employee Engagement a Review:

Kular et al. (2008) explored 5 key areas: What does ‘employee engagement’ imply; How can engagement be managed?; what are the penalties of engagement for organizations?; How does engagement relate to other character characteristics?; How is engagement regarding worker voice and representation? Robertson-Smith and Markwick (2009) throw gentle on what engagement is and displays that it's an main yet difficult mission, and there stays a high-quality deal of scope for discussing the quite a lot of techniques.

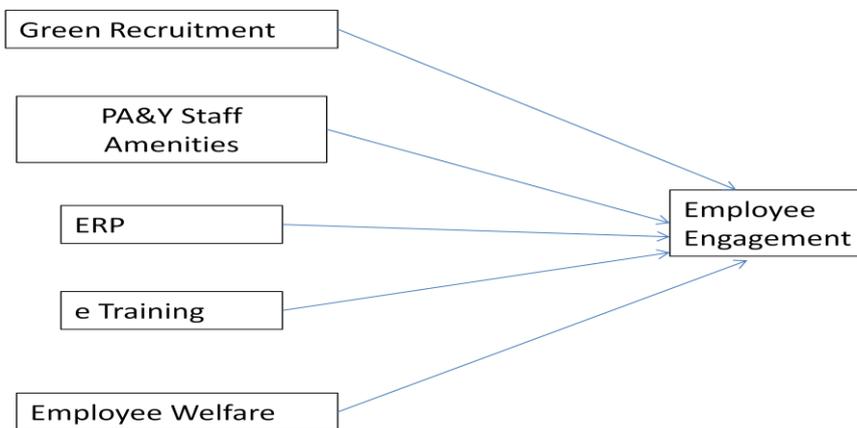
Simpson (2009) mentioned that the present state of knowledge about engagement at work through an overview of the literature. This evaluation highlighted the four strains of engagement research and specializes in the determinants and consequences of engagement at work. Susi & Jawaharrani (2011) examined one of the most literature on worker engagement, discover work-position culture & work-existence stability policies & practices followed in industries to be able to promote employee engagement of their firms to broaden their employees’ productivity and retain them. Work-lifestyles balance is vital driver of workers’ pride. Ram & Gantasala (2011) investigated the antecedents and consequences of worker engagement in Jordanian enterprise. Bhatla (2011) concerned about the need for such employees and how their presence can strengthen the development and work efficiency of the group as a entire .Also thinking about the challenges confronted by the HR managers to beef up worker engagement for an organization’s survival. Shashi (2011) reinforced the value of employee conversation on the success of a industry. She printed that an institution should appreciate the importance of staff, more than any other variable, as the most strong contributor to an group’s competitive position. Bijaya KumarSundaray (2011) all for quite a lot of reasons which result in employee engagement and what must organization do to make the workers engaged. Correct awareness on engagement approaches will expand the

organizational effectiveness in phrases of better productivity, profits, high-quality, purchaser pride, employee retention and accelerated adaptability. Siddhanta & Roy (2012) explored implications for concept, additional research and practices via synthesizing present day 'employee Engagement' activities being practiced through the company with the evaluation of findings from prior researches / surveys. Singh & Shukla (2012) tried to discover what variables are enormous to create an engaged personnel. The be trained was exploratory in nature and the info has been amassed from a tin manufacturing institution.

4. Conceptual Framework

The conceptual framework of the be taught is the conceptual model how the theories make logical sense of the relationship among that had been recognized within the be trained. In step with the model the independent variable is psychological contract and the elegant variable is worker retention with the aid of the social exchange conception, it can be recognized that after there is psychological contract is reward between the worker and the agency, the intention to depart of the worker reduces. Psychological contract involves Stimulating job (individual progress, coaching possibilities and challenging Work), Intra-organizational mobility, Work-existence stability, Work atmosphere (both referring to workforce relationship and relationship with the group), Autonomy, revenue and undertaking description the

Place every hypothesized as follows.



Working Model

Case 1:

Ho: Green Recruitment not influencing age/ Experience/Cadre of an Employee

H1: Green Recruitment influencing age/ Experience/Cadre of an Employee

Case 2;

Ho: Staff amenities not influencing age/ Experience/Cadre of an Employee

Ho: Staff amenities influencing age/ Experience/Cadre of an Employee

Case 3:

Ho: ERP not influencing age/ Experience/Cadre of an Employee

Ho: ERP influencing age/ Experience/Cadre of an Employee

Case 4:

Ho: e - Training not influencing age/ Experience/Cadre of an Employee

Ho: e-Training influencing age/ Experience/Cadre of an Employee

Case 5:

Ho: Employee welfare not influencing age/ Experience/Cadre of an Employee

Ho: Employee welfare influencing age/ Experience/Cadre of an Employee

5. Research Methodology

The Study is Descriptive in Nature. The data were amassed utilizing structured questionnaire administered to the various cadres of employees working in BSNL located in Hyderabad Telecom District. Total 250 No. of Respondents was selected from the list of employees and questionnaires were served to them individually. Out of 250 respondents, 194 respondents replied with filled up questionnaire and response rate was 77%. The Demographic Profile of the Respondents is given below

Table No 2. Demographic Respondents

S.No	Demographic profile	Frequency	Percentage
I	AGE		
1	<25 Years	22	11
2	25-29 Years	114	59
3	30-39 Years	40	21
4	>40 Years	18	9
	Total	194	100
II	Experience in the Company		
1	Less Than 5 Years	68	35
2	5 to 15 Years	104	54
3	More than 15Years	22	11
	Total	194	100
III	Cadre Composition		
1	Divisional Engineer	24	12
2	Sub-Divisional Engineer	58	30
3	Junior Telecom officer	50	26
4	Group C&D	46	24
5	Temporary Employees	16	8
	Total	194	100

4.1 Research Instrument

Structured Questioner used to be used as the study Instrument. A 4 point Likert Scale was once employed. The Questionnaire includes questions bearing on innovative HR practices. The following fundamental Dimensions of Employee Engagement are taken for the learn: realization, possibility for progress, Work Nature, Work atmosphere, the survey performed by the researcher further analyzed and interpreted. To conclude knowledge in a meaningful manner and to discover the χ perceptions and opinions Chi-Square test is used in the tables there are parameters in these tables which measures these opinions with ease. For the analysis very satisfied to very dissatisfied options Likert scale with Chi square test is used. (Level confidence is 95%)

Chi-square is a statistical test commonly used to compare observed data with data we would expect to obtain according to a specific hypothesis.. Were the deviations (differences between observed and expected) the result of chance, or were they due to other factors. How much deviation can occur before you, the investigator, must conclude that something other than chance is at work, causing the observed to differ from the expected. The chi-square test is always testing what scientists call the **null hypothesis**, which states that there is no significant difference between the expected and observed result.

$$\chi^2 = \sum \frac{(O - E)^2}{E}$$

O = the frequencies observed

E = the frequencies expected

\sum = the 'sum of'

4.2 Data Analysis

Table 3. Chi Square Test Interpretation

S.No	Innovative HR Practice	Influencing Factors		
		Age of an Employee	Experience of an Employee	Cadre of Employee
1	Green Recruitment	H0 Null Hypothesis Rejected	H0 Null Hypothesis Rejected	H0 Null Hypothesis Rejected
2	Staff Amenities	H0 Null Hypothesis Rejected	H0 Null Hypothesis Accepted	H0 Null Hypothesis Accepted
3	ERP	H0 Null Hypothesis Accepted	H0 Null Hypothesis Accepted	H0 Null Hypothesis Rejected
4	e – Training	H0 Null Hypothesis	H0 Null Hypothesis	H0 Null Hypothesis

		Accepted	Accepted	Accepted
5	Employee Welfare	H0 Null Hypothesis Accepted	H0 Null Hypothesis Accepted	H0 Null Hypothesis Accepted

6. Results and Discussions

a) Green Recruitment

a. Age

- ✓ Age of the Employee influencing Green Recruitment i.e. age of the employee more than 40 Years are not satisfied with the process due to lack of Computer Skills.

b. Experience

- ✓ Experience of the employee more than 15 Years also suffering with lack computer skills whose are against Green Recruitment.

c. Cadre

- ✓ Cadre of the employee whose are in Divisional engineer Cadre are opposing Green Recruitment due to similar Cause

b) Staff Amenities

a. Age

- ✓ Age of the Employee influencing Staff Amenities i.e. Age of Employee whose are of less not satisfied with Amenities.

b. Experience

- ✓ Experienced employees are more satisfied compare to Trainees.

c. Cadre

- ✓ All Employees are Satisfied about Staff amenities irrespective of Cadre

c) ERP (Enterprise Recourse Planning)

- ✓ Irrespective of Age and Experience of the employee all are satisfied with ERP due to Paper Less work and Dynamic Administration etc..
- ✓ But Cadre wise Employees are expressing their dissatisfaction due to add on works and lack of Training

d) e-Training

- ✓ All age/Experienced/Cadre employees are fully satisfied with e-Training

e) Employee welfare

- ✓ All age/Experienced/Cadre employees are fully satisfied with Employee welfare Strategies of BSNL.

7. Conclusion

The Research paper Examined Employee Engagement and its Impact on Innovative HR Practices that are implemented by BSNL in HYD Telecom District. The Study reveals that there is a very significant impact on employee engagement with reference to innovative HR Practices. The Employees of various categories of the study satisfied with Welfare activities and amenities which increase engagement levels of the employees and also e-training facility leading employees update which is helpful for innovations but researcher want to suggest experienced and Divisional Engineer cadre employees needed immediate Computer Awareness Program. Coming to Green Recruitment Process it's an Appreciable step taken by BSNL HRD even though it is opposing by some of the employees most of the employees well satisfied because very less provision for corruption it's the factor that leads Young Employees more chance to Prove them self which directly raises productive levels.

The Present paper analyzes only very factors of Innovative HR Practices Particularly Related BSNL. In Future this Study could also be extended to examine the other Innovative HR Practices Such as Employee Retention, Satisfaction, and Motivation Etc. The Study also can be extended to interlink the individual factors such as Personality, Perception, attitude, Values and satisfaction to the study employee Engagement.

References

1. Arularjah. A Dept of Mgmt Eastren University Srilanka (2014)“*HRM Practices and Innovation a review of Literature*” by, 11th International Conference of Business Management
2. Dharmendra Mehata & Naveen K Mehatha (2013)“*Employee Engagement a Literature review*” *Economia Seria Management* Vol16 Issue @013
3. Solomon Markos[1],M.Sandhya Sridevi [2](2010) “*Employee engagement: The Key to Improving Performance*” *International Journal of Business Management* Vol 5 No 12 December 2010
4. Catherine Truss[1],Amanda Shantz[2],Emma Soane[3],Kerstin Alfes[4] and Rick Delbridge[5] 2013 “*Employee engagement, Organizational Performance and individual well being exploring the evidence, developing theory*” *The International Journal of Human Resource Management* 2013.
5. Meghana J & Pramod G(2012) “*Innovative HR Practices*”,*International Journal of Social Sconces & Management*
6. Ashok s (2008) “*Innovative HRM & Corporate performance in India*”, *International Journal of Human Resource Management*
7. Web links
 - a. Gallup survey
 - b. www.Bsnl.co.in & BSNL e-Learning Portal