



**EMPLOYEE ENGAGEMENT THROUGH WELFARE PROVISIONS- A  
CASE STUDY OF NATIONAL THERMAL POWER CORPORATION LTD  
RAMAGUNDAM**

**Babu Tejavath\***

Research Scholar (Ph.D)

Department of Public Administration & HRM,

Kakatiya University, Warangal, Telangana State, India -506 009.

**Prof. G. Rameshwaram\*\***

Department of Public Administration & HRM,

Kakatiya University, Warangal, Telangana State, India -506 009.

**ABSTRACT**

*The employee engagement includes various dimensions such as social engagement, intellectual engagement, effective engagement and other measures. The employee engagement is related to the leadership, work life balance, organization culture, performance management, equal and satisfactory opportunities for learning and development, employee induction programmes, employee commitment, aligning business goals to talent goals, training and management, job satisfaction, organizational effectiveness, job designing, compensation and rewards etc. The present article deals with the employee engagement through provision of welfare facilities in National Thermal Power Corporation Limited, Ramagundam. The article also deals with the employee engagement system through provision of welfare facilities like safety at work place, housing accommodation medical and health care services, facilities in township, and social security services in the NTPC Ltd, Ramagundam.*

**Key Words:** Welfare Provisions, Services, employee engagement

## INTRODUCTION

### *What is Employee Engagement?*

The term “employee engagement” means different things to different organizations. Some equate it with job satisfaction, which unfortunately can reflect a transactional relationship that is only as good as the organization’s last round of perks or bonuses. Others measure engagement by engaging employees’ emotional commitment to their organization. Although commitment is an important ingredient, it is only one piece of the engagement equation. While organizations are keen to maximize the contribution of each individual toward corporate imperatives and metrics, individual employee need to find purpose and satisfaction in their work. Consequently, Blessing White’s engagement model focuses on individuals: (1) Contribution to the corporation success and (2) Personal satisfaction in their role.

We believe that aligning employees’ values, goals, and aspirations with those of the organization is the best method for achieving the sustainable employee engagement required for an organization to thrive. The complete engagement represents an alignment of maximum job satisfaction (“I like my work and do it well”) with maximum job contribution (“I help achieve the goals of my organization”).

The engaged employees are not just committed. They are not just passionate or proud. They have a line-of-sight on their own future and on the organizations missions and goals. They are enthused in using their talents and discretionary effort to make a difference in their employer’s quest for sustainable business success.<sup>1</sup>

Employee engagement is a measurable degree of an employee’s positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work. Employee engagement means is the willingness and ability to contribute to company success, an employee’s involvement with, commitment to, and satisfaction with work.

W.A. Khan (1990) was the first to coined the ‘term engagement’ as he described how people can “use varying degrees of their selves – physically, cognitively and emotionally in work role performances”.Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. Employee engagement is not the same as employee satisfaction. Employee satisfaction only indicates how you make happy or content your employees are. It does not address their level of motivation, involvement, or emotional commitment. For some employees, being satisfied means collecting a pay check while doing as little work as possible. Measuring employee satisfaction and making changes to increase the employee satisfaction will not necessarily lead to increased performance. In fact, the conditions that make many employees "satisfied"

with their jobs are likely to frustrate high performing employees. Top performers want to be challenged and to challenge the status quo. They embrace the change, seeking out ways to improve, and want all employees to be held accountable for delivering results. By contrast, low performing employees often cling to the status quo, resist change, and avoid accountability whenever possible.<sup>2</sup>

The Employee engagement constitutes the competence of a successful organization. It is linked to the important organizational issues such as employee retention, productivity, and satisfaction. Engagement can be creatively integrated and woven into an organization's HR policy by creating an environment that includes challenging aspects of the work, supportive team members and effective training strategies that are consistent with the performance management techniques. These characteristics can help managers shape the workplace into an employee-friendly outfit with clear performance standards and objective feedback facilitate the creation of a winning culture for employee.

The employee engagement will be in the organisations through leadership, work life balance, organisation culture, performance management, equal and satisfactory opportunities for learning and development, employee induction programmes, employee commitment, aligning business goals to talent goals, training and management, job satisfaction, organisational effectiveness, job designing, compensation and rewards have been studied. The survey also gave scope to assess that either no or little light was thrown on the study of employee engagement through employee welfare measures.

The welfare provisions enable employees to live more satisfactory and it improves the socio-economic conditions of the employees. The employee is well being is the important factor among the HR practices which can be achieved by efforts to make life worth living for employees. These practices by the organisations would definitely makes employees to engage themselves in the work as they may overcome their psychological, sociological, economical and may also facilitate to reduce physiological problems.<sup>3</sup>

“This is about how we create the conditions in which employees offer more of their capability and potential.” – David Macleod. The MacLeod Review makes a strong 'business case' for employers to invest in strategies to raise engagement levels, for example, it reports on a number of research studies which showed that, Engaged organizations grow profits three times faster than their competitors, reduce turnover by 87%, and improve performance by 20%, Organisations with high levels of engagement improved operating income by 19.2% over 12 months, whilst those with low engagement experienced at 32.7% decline, Over 12 months, firms with high engagement scores showed a 13.7% improvement in net income growth, whilst those with low engagement saw growth decline by 3.8%, Firms scoring in the top half of an engagement index had 27% higher profitability than those in the bottom half, Highly engaged

employees take on average 2.7 days of sick leave per year compared with 6.2 for disengaged employees (MacLeod and Clark, 2009:36-37).

It is still believed that the engagement is at infancy stage and various measures have been integrated to enhance the levels of engagement especially to gain emotional commitment. The forms of commitment are continuance commitment to remain with the organisation, effective commitment the feelings of emotional attachment towards the employer and normative commitment the belief that staying with the employer is the right thing to do.

Engaged organizations have strong and authentic values, with clear evidence of trust and fairness based on the mutual respect, where two way promises and commitments – between employers and staff are understood. Although improved performance and productivity is at the heart of engagement, it cannot be achieved by a mechanistic approach which tries to extract discretionary effort by manipulating employees' commitment and emotions. Employees look through such attempts very quickly; they lead instead to cynicism and disillusionment. By contrast, engaged employees freely and willingly give discretionary effort, not as an 'add on', but as an integral part of their daily activity at work.<sup>4</sup>

A multinational FMCG major in India says that 'engaged employees are employees who perform at their peak, with a clear alignment of their personal goals and interests with that of the team and organization.' At the Indo-French Cement giant, Lafarge, Aparna Sharma is working with a definition of employee engagement that encompasses employee commitment to the organization and its values, willingness to help colleagues, positive attitude towards the organization's goals and giving their best in achieving these goals. There are four different related behavioural constraints they are; (1) Loyalty faithfulness and a strong feeling of allegiance to the organization, (2) Commitment related mutual transactional bond of being committed to actions to be performed in return for a reward, (3) Satisfaction is related fulfilment of employee needs, both intrinsic and extrinsic, and (4) Engagement related employee connect with organizational purpose.<sup>5</sup>

### ***Engagement means***

Engagement means the willingness and ability to contribute to company success, and employee's involvement with, commitment to, and satisfaction with work.

### ***Categories of Employee Engagement***

According to the Gallup there are types of employee's viz., (i) engaged (ii) Not-engaged and (iii) Actively disengaged. The engaged employees are builders. They want to know the desired expectations for their role so they can meet and exceed them. They're naturally curious about their company and their place in it. They perform at consistently high levels.

They want to use their talents and strengths at work every day. They work with passion and they drive innovation and develop their organization forward.

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

The actively disengaged employees are the "cave dwellers." They are "Consistently against Virtually Everything." They are not just unhappy at work; they are busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged co-workers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.<sup>6</sup>

#### **NTPC LTD, RAMAGUNDAM**

The National Thermal Power Corporation Limited was formed in 1975, NTPC is playing a major role in the development of Indian power sector. It is the largest thermal power plant powering south India's growth. Ramagundam unit of NTPC, credited with first ISO 14001 certified as Super Thermal Power Station in our country. NTPC a front runner in the Indian power sector is one of the largest and the best power producer of the world, there by contributing of India's emergence as one of the world's leading economies. Two corporations, The National Hydro Electric Power Corporation and National Thermal Power Corporation were set in 1975-76 in the centre sector as a step to achieve the objectives. The 2100 MW Ramagundam Super Thermal Power Project is located in Karimnagar district of Telangana State. The National Thermal Power Corporation Limited, established on November 7<sup>th</sup> 1975, has become the most important infrastructure input for improving the standard of living to meet the growing demand and to fulfil the needs of the country. In 39 years this company has grown to be the largest producer of power in the country. NTPC Ltd is the NAVARATHNA power giant today generates one-fourth of the power in the country and it is ranked 9<sup>th</sup> largest thermal power generating utility in the world.<sup>7</sup>

The National Thermal Power Corporation Limited, Ramagundam is one of the international reputed power generating corporations. The corporation has high technical and efficient manpower. Presently the corporation consists of total 1305 employees. The employees of the corporation can be broadly divided into three categories such as skilled, semi-skilled and un-skilled. The corporation will be managed by executive cadre and non-

executive cadre employees. The total employees working in NTPC Ramagundam is 1305, among them 519 are executive cadre employees and 786 are non-executive cadre employees (workmen). The executive manpower of the NTPC Ltd, consists of eleven category employees viz., (i) Assistant Officers (ii) Executive Trainees (iii) Officers (iv) Senior Officers (v) Deputy Managers (vi) Manager (vii) Senior Managers (viii) Deputy General Managers (ix) Assistant General Manager (x) General Manager (xi) Executive Director. The non-executive employees of NTPC Ltd can be broadly classified into two categories such as executive and non-executive. There are about 786 non-executive employees are working in NTPC. The Junior Mazdoor, Mazdoor, Assistant Technical/Operator, Junior Operator, Assistant Junior Operator, Operator, Assistant Lab Operator, Midwife, Laboratory, Assistant, Staff Nurse, Steno Typist, Store keeper, and all Supervisors cadre employees are being called as non-executive employees.

### **EMPLOYEE ENGAGEMENT IN NTPC LTD, RAMAGUNDAM**

The NTPC Ltd, Ramagundam is popularly known for its quality and quantity of services as well as in provision of welfare provisions to its employees. The welfare provisions which are being provided by NTPC are not only confined to the work place of the corporation but also to the welfare of its employees and their children. The NTPC Ltd is providing different types of welfare provisions. Presently, the NTPC Ltd, Ramagundam is providing eleven types of welfare provisions for its employees viz., (1) Safety at Workplace (2) Canteen Services (3) Medical and Health Facilities (4) Township Security (5) Housing Accommodation (6) Public Utility Services (7) Power Services in Township (8) Education Facilities (9) Recreation and Cultural Activities (10) Community Hall Facilities (11) Social Services.

In regard to the employee engagement, the welfare measures which are being provided by the NTPC Ltd Ramagundam is influencing to engagement of employees very effectively. In this regard 250 executive cadre employees opinion is collected towards the welfare measures such as (1) employees safety at workplace (2) medical and health care facilities (3) housing accommodation (4) facilities in township (5) social security services and analysed in the fourth coming tables.

#### ***1. Employees Safety at Workplace***

Employee safety measures are an attempt to make conceptualize the employee safety and statutory provisions laid down in the factories act 1948. Safety is the profession which is concerned with the scientific analysis of the causes of accidental deaths and injuries in a given environment and their elimination or reduction. In the industrial environment, accidents are the major cause more deaths than all infects diseases and more than any single

illness, except those related to cancer and heart diseases. According to Cordova (1992), following the recognition of workers involvement in safety and health matters and the international level by ILO in 1981, measures to strengthen the involvement of workers in the undertaking have been made by many countries globally as they have begun to realize the importance of encouraging workers to become actively involved in the internal safety matters of the individual establishment. The NTPC Ramagundam is providing safety measures to safeguard its employees preventing them from accidents and other organizational diseases. These provisions are making the employee to work happily, freely without any fear of accidents or injuries which make them more to involve in their job. In this regard to know opinion of the 250 sample of respondent's opinion regarding provision of safety measures at the work place of the corporation is collected and presented in the table-1.

**Table – 1**

**Safety Measures at NTPC Work Place Makes You Committed in the Job**

Sl. No.	Opinion	Respondents	Percentage
1	Strongly Agree	66	26.4
2	Agree	161	64.4
3	Strongly Disagree	6	2.4
4	Disagree	7	2.8
5	Neither Agree nor Disagree	10	4
Total		250	100

Source: Field data

The table No.1 reveals the opinion on provision of safety measures at the work place of NTPC Ltd more than one fourth of respondents have strongly agreed regarding the provision of safety measures. The safety measures undertaken by the NTPC at work place showing impact on employees commitment on job. Further, 64.4 percentage of the respondents positively agreed towards the provision of safety measures. The data also indicates that very less i.e., percentage of the respondents (5.2) is disagreed in regard to the provision of safety measures. Among them only 2.4 percent were strong disagreed in regard safety measures. On the whole majority of the respondents expressed positive way towards provision of safety measures at work places. It is interesting that majority of the respondents i.e. 90.8 percentage gave their opinion as that the safety measures are making them committed in job.

***2. Medical and Health Care Facilities***

In any organization, the workplaces conditions play a vital role to enhance actively engage the employees with high satisfaction levels of their jobs. The Factories Act 1948 also

made mandatory to provide health workplace conditions such as making availability of first aid health kits, safety and welfare provisions. The NTPC Ramagundam is providing number of facilities in the workplace. They are; sufficient lighting, ventilation, drinking water, creation of pollution less environment, fencing in the hazardous and dangerous areas etc,. As said the facilities in the work place will boost the satisfaction levels of the employees which do make them to improve their work engagement. So it is with this feeling to know the opinion of the employees the data is collected and presented in table-2

**Table – 2**

**Do the Health and Medical Facilities Provided by NTPC Makes You Satisfied and Work Engaged**

Sl. No.	Opinion	Respondents	Percentage
1	Strongly Agree	61	24.4
2	Agree	172	68.8
3	Strongly Disagree	5	2
4	Disagree	4	1.6
5	Neither Agree nor Disagree	8	3.2
Total		250	100

Source: Field data

The above table data depicts that nearly one fourth of the respondents i.e. 24.4 percentage expressed that the health and medical facilities and making them work engaged. 68.8 percentage of the respondents agreed to the health and medical facilities in the corporation are making them satisfied and engaged. The table also shows that 3.6 percentage of the respondents have given their opinion in a negative manner. Among them 2 percentage of the sample respondent strongly disagreed and 1.6 percentage of the sample respondent disagreed. The rest of the respondents i.e. 3.2 percentage had neither agreed nor disagreed to give their opinion. On the whole 93.2 percentage of the majority respondents and accepted that the health and medical facilities in the corporation making them satisfied and work engaged.

***3. Housing Accommodation***

The NTPC Ltd Ramagundam to ensure housing accommodation to its employees in the township. The township has 4 types of housing accommodation. The housing accommodation covering all regular employees excluding employees posted at hydro and mining projects and employees posted at corporate office centers. The housing accommodation at NTPC Ramagundam is provided with all facilities like, electric, water,

sanitation, parks, recreation clubs, security etc., to make the employees feel comfort and convenient and to cater the domestic needs the public utility services also provided them pleasure. NTPC consists total 1700 housing quarters to provide accommodation to its employees. There are 4 types of housing accommodation such as Type-A, Type-B, Type-C and Type-D. According to the type of the housing the facilities are available. The Type – A category each house has one bed room and one kitchen room, Type – B category each house has one bed room, one hall and one kitchen, Type – C category each house has one bed room, one hall, one dining and one kitchen room, Type – D category each house has two bed rooms, one dining, one weighing hall and one kitchen room. The NTPC provides equal maintenance in all houses like lights, fans, and water facilities. If air condition arrangement is made in all quarters in township.

**Table – 3**

**Is the Housing Accommodation and Security Facilities Provided by NTPC is Comfort and Convenient to Improve Engagement Levels**

Sl. No.	Opinion	Respondents	Percentage
1	Strongly Agree	69	27.6
2	Agree	162	64.8
3	Strongly Disagree	4	1.6
4	Disagree	8	3.2
5	Neither Agree nor Disagree	7	2.8
Total		250	100

Source: Field data

The table reveals that more than one fourth of the respondents strongly agreed that the housing accommodation is comfort and makes the job engaged. 64.8 percentage of the respondents agreed their they engagement levels are improved because of the comfortable housing accommodation and tight security. Only 1.6 percentage of the respondents strongly disagreed in regard to the housing accommodation and security. The table also shows that 3.2 percentage of the respondents disagreed to the housing accommodation and security facilities. 2.8 percentage of the respondents are non respondents to give their opinion regarding housing accommodation and security facilities. Interestingly, it is observed that 92.4 percentage of the respondents accept that the improvement in engagement levels have become the comfortable housing accommodation a safe security facilities.

#### ***4. Facilities in Township***

The NTPC Ltd Township is like a 'Mini-India', where people are various regions, religions, and languages are living in harmony. A well laid out township has been constructed on a 900-acre land between NTPC Ltd Ramagundam and Godavarikhani town. The township has houses over 2000 families. It is equipped with quality amenities like schools, junior colleges, recreation centers, hospital, shopping complex, post office, banks and places of worship. Well designed park add aesthetic value to the township. Jyothinagar is spreading its splendor of light to its surroundings.

The successful functioning of any organization depends on the satisfaction of employees. The satisfaction of employees generally depends on availability of welfare facilities in their respective organization. The NTPC Ltd has its own township. The township is a pollution free and greenery one which have number of facilities like good housing accommodation good quality roads and beautiful plantation. Particularly, the township of NTPC Ltd., consists of general stores, health centre, medical stall, fruits and vegetable stalls, schools, stationary and book stalls, play grounds, temples, recreation centers, canteen facility, community halls, and so on.

The township is a model one which inspires the employees of NTPC Ltd. The facilities of township are also directly or indirectly influencing the employees to work very effectively. The facilities of township are reducing the stress and tension among the employees and helping for building of good and harmonious relations with the organization. The welfare facilities provided by the NTPC Ltd are a major cause for the active engagement of employees of the corporation. It is with the opinion to measure the opinion of the employees of NTPC Ltd is collected and presented in the following table.

**Table – 4**

**Opinion on Facilities Provided in Township by NTPC Corporation Really Reduced Your Tensions and Better Industrial Relations are Created**

<b>SL. No.</b>	<b>Opinion</b>	<b>Respondents</b>	<b>Percentage</b>
1	Strongly Agree	51	20.4
2	Agree	188	75.2
3	Strongly Disagree	2	0.8
4	Disagree	5	2
5	Neither Agree nor Disagree	4	1.6
Total		250	100

Source: Field data

The above table indicates that 20.4 percentage of sample respondents are strongly agreed regarding reducing of tensions, better industrial relations, and welfare measures provided by the corporation. Among the sample respondents 75.2 percentage agreed to reducing of tension and better industrial relations because of welfare measures provided by the organization. The table also shows the very meager percent i.e. 0.8 percentage strongly disagreed towards the welfare measures provided by the corporation. Only 2 percentage of the sample respondents had disagreed to accept the reducing of tensions and better industrial relations are created because of the welfare measures provided by the corporation. The sample of 1.6 percentage respondents neither agreed nor disagreed towards the welfare measures. It is interesting to observe that majority of the sample of respondents i.e. 95.6 percentage had agreed that the welfare measures provided by the corporation have reduced the tensions and created better industrial relations.

### ***5. Social Security Services***

In any organization the improvement productivity and the higher level efficiency are the crucial factors in determining the success of the organizations. The NTPC Ltd is providing many welfare measures such as non-hazardous working system, public utility service, good hygienic canteen, medical facilities, education facilities, recreation facilities etc, which will contribute to the cordial relations in the organization. The NTPC Ltd., Ramagundam also provides the welfare measures covering all aspects of requirements of the employees so that they will be free from all tensions of getting things done. This type of provision of welfare measures in a development for good cordial relationships in the departments of the organization. To know the perceptions of the employees regarding their inter-relationship, of welfare measures, the following data is collected and presented in table-5.

**Table - 5**

**The Social Security Services Provided by NTPC are Leading to Cordial Relationship in Your Department**

<b>Sl. No.</b>	<b>Opinion</b>	<b>Respondents</b>	<b>Percentage</b>
<b>1</b>	<b>Strongly Agree</b>	<b>60</b>	<b>24</b>
<b>2</b>	<b>Agree</b>	<b>176</b>	<b>70.4</b>
<b>3</b>	<b>Strongly Disagree</b>	<b>2</b>	<b>0.8</b>
<b>4</b>	<b>Disagree</b>	<b>5</b>	<b>2</b>
<b>5</b>	<b>Neither Agree nor Disagree</b>	<b>7</b>	<b>2.8</b>
<b>Total</b>		<b>250</b>	<b>100</b>

Source: Field data

The table-5 data reveals that around one fourth of the sample respondents i.e. 25 percentage strongly agreed that welfare measures of the organization have developed cordial relationship. Among the total respondents 70.4 percentage of them had agreed to the development of cordial relationship in the departments of NTPC. Only 2.8 percentage of the sample respondents have been shown negative response to the welfare measures provided are leading to cordial relations in the department i.e. 0.8 percentage and 2 percentage have strongly disagreed and disagreed respectively. It is the negligible percentage of the sample respondents i.e. 2.8 percentage had not responded.

### ***Conclusion:***

The employee engagement includes various dimensions such as social engagement, intellectual engagement, effective engagement and other measures. The study on employee engagement through provision of welfare facilities in National Thermal Power Corporation Limited, Ramagundam. Employee engagement system through provision of welfare facilities like safety at work place, housing accommodation medical and health care services, facilities in township, and social security services in the NTPC Ltd, Ramagundam.

The National Thermal Power Corporation Limited was formed in 1975, Ramagundam as a unit of NTPC. NTPC a front runner in the Indian power sector is one of the largest and the best power producer of the world. The corporation has high technical and efficient manpower. Presently the corporation consists of total 1305 employees, among them 519 are executive cadre employees and 786 are non-executive cadre employees.

The NTPC Ltd, Ramagundam is popularly known for its quality and quantity of services as well as in provision of welfare provisions to its employees. Presently, the NTPC Ltd, Ramagundam is providing eleven types of welfare provisions for its employees. The NTPC Ramagundam is providing safety measures to safeguard its employees preventing them from accidents and other organizational diseases. These provisions are making employees to work happily, freely without any fear of accidents or injuries which make them more to involve in their job. In regard to provision of safety measures at the work place of NTPC Ltd, more than one fourth of respondents have strongly agreed regarding the provision of safety measures. The safety measures undertaken by the NTPC at work place showing impact on employees commitment on job. Further, 64.4 percentage of the respondents positively agreed towards the provision of safety measures. The data also indicates that very less i.e., percentage of the respondents (5.2) is disagreed in regard to provision of safety measures. On the whole majority of the respondents expressed positive way towards provision of safety measures at work places. The study reveals that majority of the respondents i.e. 90.8 percentage expressed their opinion as that the safety measures are making them committed in job.

The NTPC Ramagundam is providing number of facilities in the workplace. They are sufficient lighting, ventilation, drinking water, creation of pollution less environment, fencing in the hazardous and dangerous areas etc. Nearly one fourth of the respondents i.e. 24.4 percentage expressed that the health and medical facilities and making them work engaged. 68.8 percentage of the respondents agreed to the health and medical facilities in the corporation are making them satisfied and engaged. On the whole 93.2 percentage of respondents and accepted that the health and medical facilities in the corporation making them satisfied and engaging their work.

The NTPC Ltd, Ramagundam to ensuring housing accommodation to its employees in the township. The township has 4 types of housing accommodation. The housing accommodation covering all regular employees excluding employees posted at hydro and mining projects and employees posted at corporate office centres. NTPC consists total 1700 housing quarters to provide accommodation to its employees. There are 4 types of housing accommodation such as Type-A, Type-B, Type-C and Type-D. More than one fourth of the respondents strongly agreed that the housing accommodation is comfort and makes the job engaged. 64.8 percentage of the respondents agreed that they engagement levels are improved because of the comfortable housing accommodation and tight security. It is observed that 92.4 percentage of the respondents accept that the improvement in engagement levels have become the comfortable housing accommodation a safe security facilities.

NTPC Ltd, township is constructed on a 900-acre land between NTPC Ltd, Ramagundam and Godavarikhani town. The township has houses over 2000 families. The town ship is a model one which inspires the employees of NTPC Ltd. The facilities of township are also directly or indirectly influencing the employees to work very effectively and happily. The facilities of township are reducing the stress and tension among the employees and helping to build of good and harmonious relations with the organization. The study reveals that majority of the sample of respondents i.e. 95.6 percentage had agreed that the welfare measures provided by the corporation have reduced the tensions and created better industrial relations.

The NTPC Ltd, provides many welfare measures such as non-hazardous working system, public utility service, good hygienic canteen, medical facilities, education facilities, recreation facilities in the organization, around one fourth of the sample respondents i.e. 25 percentage strongly agreed that welfare measures of the organization have developed cordial relationship. Finally, on the whole the study reveals that the welfare measures which are being provided by the NTPC Ltd are leading to the effective employee engagement.

## ***REFERENCES:***

1. © 2013 by Blessing White, a Division of GP Strategies. Princeton, NJ. All rights reserved. Employee Engagement Research Update 01/13.
2. Kahn, W. A. (1990), "Psychological conditions of personal engagement and disengagement at work", *Academy of Management Journal*, Vol. 33, pp 692-724.
3. Employee Handbook, Sixth Edition, A Reference Guide for Employees, NTPC-An Overview 2011.
4. <http://www.engageforsuccess.org/about/what-is-employee-engagement/>
5. Aneeta Madhok on Jan 16, 2013
6. [www.siescoms.edu](http://www.siescoms.edu), SIES College of Management Studies.
7. <http://www.ntpc.co.in>