

ROLE OF VOLUNTARY RETIREMENT SCHEME ON ORGANISATIONAL COMMITMENT AND EMPLOYEE ENGAGEMENT- A CASE STUDY ON BSNL HYDERABAD TELECOM DISTRICT

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ABSTRACT

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Employee engagement is the state of an employee's dedication and commitment in their job on accomplishment of organizational objectives. The engagement of employees is identified, to display the relationship with their degree of commitment towards the organization. It is mainly observed that the degree of commitment and engagement of the employees will determine the success of the organization. With this background this study mainly focuses on discovering the levels of Organisational Commitment of the employees with special reference to BSNL, before and after the VRS Scenario in Hyderabad, Telecom Dist. The research further analyzes in exploring the relationship between the employee engagement and organization's commitment.

KEYWORDS: *Employee Engagement, Vigor, Organizational Commitment, Affective, Continuance, Normative Commitment,*

INTRODUCTION

The Employee Engagement refers back to the degree of relationship between the business enterprise and its employee. An employee is alleged to be enormously engaged if he is inclined to cross beyond what in standard is anticipated in his function. In distinct phrases, the extra attempt an employee is willing to vicinity forth determines his degree of emotional attachment to the organization. There's an opportunity that an employee is probably engaged with the resource of a process and no longer via a set or vice versa. Therefore, pleasure, willpower, satisfaction and advocacy close to every task and the organisation constitute the principal factors of engagement. The delight refers to the quantity to which a worker is totally absorbed and stimulated to take part in the mission assigned to him. The dedication is an emotional bond employee shares with the Organisation.

VIGOR

Implies to high level of energy and mental resilience while working, the willingness to invest effort in one's work, and persistence in the face of difficulties.

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DEDICATION

Implies to being involved in one's work, finding meaning in one's work, being challenged, and experiencing sense of enthusiasm, inspiration and pride.

ABSORPTION

Implies to being fully concentrated and engrossed in one's work, whereby time passes quickly and one has difficulties detaching oneself from work.

ORGANIZATIONAL COMMITMENT

Organizational commitment is a personal emotional attachment to the organization. The basis behind a vast research to locate methods to enhance how employees feel about their jobs so that those workers could come to be extra committed to their organizations. Organizational commitment predicts work variables such as turnover, organizational citizenship, and job performance. Some of the factors along with stress, empowerment, job insecurity and employability, and distribution of leadership were proven to be linked to an employee's sense of organizational commitment.

Organizational researchers also introduced many definitions of organizational commitment, and numerous scales to measure them. Exemplary of this work is Meyer and Allen's model of commitment, which became developed to integrate numerous definitions of commitment that have been proliferated within the literature

AFFECTIVE COMMITMENT

Implies to where the employee has an emotional bond with the organization. They 'want' to be there.

CONTINUANCE COMMITMENT

Implies to the situation where an individual employee believe that they'll lose greater by way of leaving than they will gain. In impact continuance commitment is a fear of loss if they left. The loss may be in any domain such as prestige, profits, friendships or social loss.

NORMATIVE COMMITMENT

Implies to in which an individual employee accept as true with they need to stay for some purpose. Usually that is because of a experience of obligation to the organisation. This sense of duty can stem from the ethical because the company spent money and time training on you or paying university costs and many others.

LITERATURE REVIEW

Tulasi Das. V and Y.JayaradhaSankar (2014) explores The Engaged employees upkeep about the progress of the company and are willing to put the effort, commitment and exceeding duty's call to see that the organization grows.

Tulasi Das. V and Ch.Vijaya Lakshmi (2015) explores Employee engagement is a workplace approach that is designed to ensure that the employee is committed towards the organizational goals and objectives and at the same time is motivated to contribute towards the organizational success and is able to enhance his/her own sense of wellbeing.

Dr. Deema Sant (2016) Employee engagement can be stated as the degree of an organization's commitment and involvement in their job to accomplishing the organisational objectives. The engagement level of employees is always observed, to exhibit a positive correlation or relationship with their level of commitment towards the organisation. Thus, it is mostly claimed that the level of commitment and engagement of the employees can determine the performance of the organisation.

Tulasi Das. V and P.Lova Kumar (2016) Explores Employee engagement is workplace approach resulting in the right conditions for all members of an organisation to give of their best each day. Through the ideal ways of employees engagement practices being adopted the employees are committed to their organisations goals and value, motivated to contributing organisational success.

Stephen G. Cheche, Stephen M.A. Muathe, Samuel M. Maina (2017) explores empirical investigations on the mediating role of organisational commitment on the relationship between employee engagement

Tulasi Das. V and P.Lovakumar (2017) explores there is a very significant impact on employee engagement with reference to innovative HR Practices. The Employees of various categories of the study satisfied with Welfare activities and amenities which increase engagement levels of the employees and also e-training facility leading employees update which is helpful for innovations.

Tulasi Das. V and Y.RadhaSankar (2018) explores The Millennial perception has been analyzed and the results

indicated the stronger perception on the training and the customized benefits and remuneration for their work. In this sector personal life is effecting due to over stretch of working hours. The managements have to plan properly and plan the work process so that employees can balance the professional and personal life. The success of any organization depends on their employee engagement with the organizational goals.

Tulasi Das. V and P.Lova kumar (2019) explores that "Co-workers giving respect to each other" is found to be less satisfactory in BSNL and "Recite your organisational values" is found to be less satisfactory in Private sector Telecom organisation. Education and salary of the employees has significant impact on perceptions of employees on organisational culture impact on employee engagement. In Public sector Telecom Organisation age of the employees has significant impact on perceptions of employees on organisational culture impact on employee engagement.

OBJECTIVES OF THE STUDY

- ✓ To compare the levels of organizational commitment of employees before and after the VRS Scenario.
- ✓ To find out the Relation between Employee Engagement and organisational commitment of employees before and after VRS Scenario.

RESEARCH METHODOLOGY

Source of the Data and Sampling

The population of the study area are employees in BSNL within the Hyderabad Telecom District of 1590. Out of which 100 employees were selected (6%), purposive sampling techniques was used to select respondents from targeted public telecom organization. Respondents were selected irrespective of their age, marital status, religion and educational level.

Research Instruments

A three section questionnaire was used.

- 1) The first section of the questionnaire consisted of items inquiring about Demographic Variables of respondents such as employees' Gender, Education, .
- 2) Employee engagement was assessed with an adapted version of Utrecht Work Engagement Scale (UWES). The 9-item UWES assesses three underlying dimensions of employee engagement: VIGOR, DEDICATION, and ABSORPTION. Respondents in this study rated each item on a 7-point Likert scale ranging from never (0) to always (6).
- 3) Allen and Meyer's (1997) instrument was used to measure the three dimensions of organizational commitment namely, affective commitment, continuance commitment, and normative commitment. The three-component commitment scale was viewed as the prevailing conceptualization of organizational commitment.

HYPOTHESIS

- **H1o:** There is no significant change in organisational commitment levels before and after VRS scenario.
- **H1a:** There is a significant change in organisational commitment levels before and after VRS scenario

- **H2o:** There is no significant positive relationship between employee engagement and organizational commitment after VRS.
- **H2a:** There is no significant positive relationship between employee engagement and organizational commitment after VRS.
- **H2a.1:** There is a significant positive relationship between employee engagement and affective commitment after VRS
- **H2a.2:** There is a significant positive relationship between employee engagement and continuance commitment after VRS
- **H2a.3:** There is a significant positive relationship between employee engagement and normative commitment after VRS

Concept of VRS (Volunteer Retirement Scheme) :

Under the BSNL Voluntary Retirement Scheme 2019, employees above the age of 55 years are eligible to opt for retirement. At least 63 percent or 1 lakh BSNL employees are eligible to opt for retirement under the scheme but nearly 80,000 BSNL employees opted for VRS from all over India, out of 3268 employees are eligible from Hyderabad Telecom District 2710 employee are opted for VRS and going to be retired on 31st JAN 2020 in Hyderabad Telecom District.

ANALYSIS

FREQUENCY TABLES OF EMPLOYEES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	56	56	56.0	56.0
	Female	44	44	44.0	100.0
Total		100	100.0		

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Diploma	12	12.0	12.0	12.0
	Other Graduation	11	11.0	11.0	23.0
	Other Post Graduation	12	12.0	12.0	35.0
	B.Tech	55	55.0	55.0	90.0
	M.Tech	10	10.0	10.0	100.0
Total		100	100.0	100.0	
Total		100	100.0		

		Education					Total
		Diploma	Other Graduation	Other Post Graduation	B.Tech	M.Tech	
Gender	Male	6	8	5	35	2	56
	Female	6	3	7	20	8	44
Total		12	11	12	55	10	100

COMPARISON OF ORGANISATIONAL COMMITMENT LEVELS BEFORE & AFTER VRS

Table -4: AFFECTIVE COMMITMENT analysis using Ranking Method

	N	Pre VRS		Post VRS	
		Mean	Rank	Mean	Rank
Are you be very happy to spend the rest of my carrier with this organisation	100	2.53	6	4.21	3
Do you really believe as if this organisation problems are your own	100	3.42	4	5.38	1
Do not you feel like part of family at my organisation	100	5.23	3	3.52	4
Do not you feel emotionally attached to this organisation	100	5.53	2	2.52	5
This organisation has a great deal of Personal Meaning for you	100	2.62	5	4.31	2
you do not feel a strong sense of belonging to my organisation	100	5.63	1	2.36	6
Valid N (list wise)	100				

- ✓ From the Table4 it is found that **AFFECTIVE COMMITMENT** levels are changed i.e. after VRS employees believing that oranisation problems are their own.

Table -5:CONTINUANCE COMMITMENT analysis using Ranking Method

	Pre VRS			Post VRS	
	N	Mean	Rank	Mean	Rank
Do You feel Very hard to leave even u wanted to	100	3.21	5	5.38	1
Do you feel too much of your life disrupted if u leave oranisation	100	3.02	6	3.29	5
Do you feel its matter of necessity as much as desire	100	5.43	1	3.67	3
Do u believe few option to consider leaving this organisation	100	3.62	4	2.36	6
Do you feel few negative consequences of leaving job would be the scarcity of available alternative elsewhere	100	4.36	3	4.24	2
Do u fell leaving organisation would require considerable personal sacrifice	100	5.06	2	3.52	4
Valid N (list wise)	100				

- ✓ From the Table5it is found that **CONTINUANCE COMMITMENT** levels are changed i.e. after VRS employees believing that leaving organisation is very hard even they wanted to.

Table -6 : NORMATIVE COMMITMENT analysis using Ranking Method

	Pre VRS			Post VRS	
	N	Mean	Rank	Mean	Rank
Do u feel any obligation to remain with organisation	100	5.41	1	3.02	5
Do not u feel it would be right to leave	100	5.38	2	3.76	4
D o u feel guilty if u left this organisation	100	3.42	3	4.14	2
Do u feel your organisation deserves loyalty	100	2.62	4	3.80	3
Do not you leave organisation right now because of your sense of obligation to it	100	2.53	5	2.36	6
Do you owe great deal to this organisation	100	1.79	6	5.62	1
Valid N (list wise)	100				

- ✓ From the Table6 it is found that **NORMATIVE COMMITMENT** levels are changed i.e. after VRS employees had a great deal with organisation.

RELATION BETWEEN ORGANISATIONAL COMMITMENT AND EMPLOYEE ENGAGEMENT

**Table 7 EE vs O
Correlation Pre VRS Scenario (P<0.05)**

Organisational Commitment	Employee Engagement(r)		
	VIGOR	Dedication	Absorption
AC	-0.536	-0.642	-0.289
CC	-0.191	-0.328	-0.09
NC	-0.461	-0.588	-0.461

***Negative values indicate Negative or weak correlation**

- From the Table7 it was observed that there is weak relation between Organisational commitment and Employee Engagement.

Table 8 EE vs OC Correlation Post VRS Scenario (P<0.05)

Organizational Commitment	Employee Engagement(r)		
	Vigor	Dedication	Absorption
AC	0.542	0.451	0.249
CC	0.327	0.284	0.347
NC	0.192	0.112	0.254

*** positive values indicate Positive or Strong Correlation**

➤ From the Table7 it was observed that there is a strong relation between Organisational Commitment and Employee Engagement.

Hypotheses Testing:

Hypothesis1

Refereeing to Table no 4,5&6 it is observed that there is significant improvement in the levels of Organisational

Commitment after VRS Scenario. Which is Very good Sign to BSNL. Hence the Null Hypothesis Rejected.

Hypothesis 2

Refereeing to Table no 7&8 it is observed and plotted as

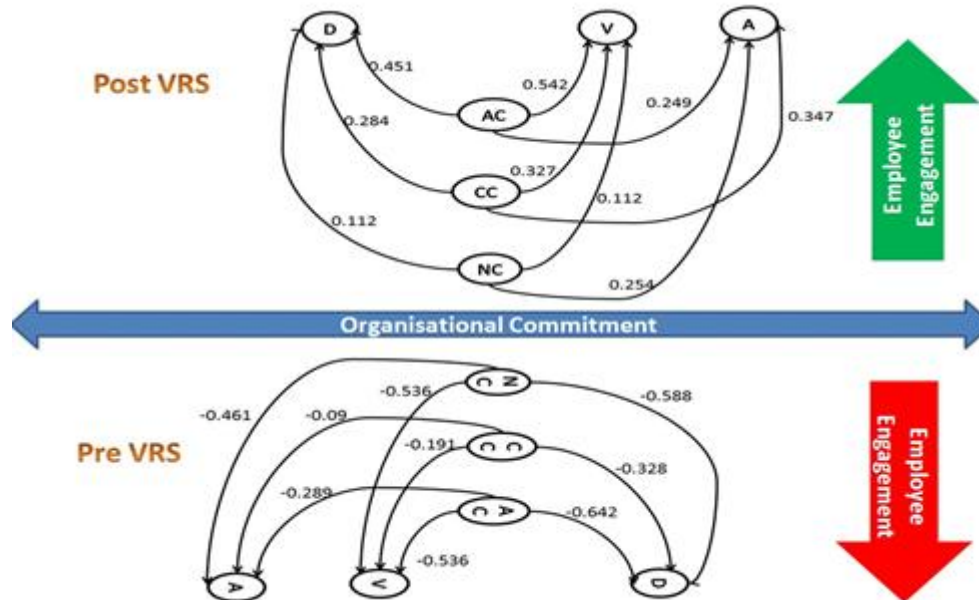


Fig1. Correlation Status of Organisational Commitment & Employee Engagement Before and After VRS

In Fig clearly showing that the relationship between organisational commitment and employee engagement is very weak before VRS scenario i.e. Affective commitment, Continuous commitment & Normative Commitment all establishing a negative relationship with employee engagement which is a dangerous bell to the organisation. But after VRS Scenario the thing changed and now establish a positive relationship with employee engagement. which is a very good move by BSNL Management. Hence the Null Hypothesis Rejected.

CONCLUSION

We can conclude that the importance of employee engagement in the organizational setting is inarguable. Prudent practices of engaging employees should be implemented in the organizations in order to enhance their commitment to the organization. The findings of this study imply that employee engagement is positively correlated to the affective, continuance and normative commitment after VRS.

Limitations and Further Scope of the Study

The present research is confined to the Hyderabad telecom circle only. In future research, researcher can inculcate a more number of telecom circles of BSNL in the research. Further this Employee engagement role in improvement of Productivity can be studied. Because the altimate aim of this scheme is to improve the Productivity of the Organisation.

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