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Research paper



Assessment of employee engagement at NTTPS LTD –a case study in HRM practices

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Abstract

The purpose of this study was to investigate the relationship between human resource (HR) practices, employee engage-ment and organizational citizenship behaviors (OCB) in selected firms. This study contributes to our understanding of the mediating and moderating processes through which human resource management practices are linked with behavioral outcomes. We developed and tested a moderated mediation model linking perceived human resource management prac-tices to organizational citizenship behavior and turnover intentions. Drawing on social exchange theory, our model posits that the effect of perceived human resource management practices on both outcome variables is mediated by levels of employee engagement, while the relationship between employee engagement and both outcome variables is moderated by perceived organizational support and leader-member exchange. Overall, data from some employees in a service sector organization support this model. This suggests that the enactment of positive behavioral outcomes, as a consequence of engagement, largely depends on the wider organizational climate and employees' relationship with their line manager. Im-plications for practice and directions for future research are discussed.

Keywords: *HRM Practices; Employee Engagement.*

1. Introduction

Researchers within human resource management (HRM) field have been concerned with how HRM can lead to improved organizational performance. Despite considerable advances in recent years in our understanding of how human resource management (HRM) might be linked with favorable individual and organizational level outcomes, scholars have highlighted four areas in particular where more research is needed. This line of enquiry appeared to be very popular with respondents, particularly in terms of the value and frequency of HR specific communication.

1.1. Human resource system

Human resource management operates through human resource systems that bring together in a fabulous way

- HR philosophies describing the overarching values and guiding principles adopted in managing people.
- Strategies defining the direction in which HRM intends to go.
- HR policies, which are the guidelines defining how these values, principles and the strategies should be applied and implemented in specific areas of HRM.
- HR processes consisting of the formal procedures and methods used to put HR strategic plans and policies into effect.
- HR practices comprising the informal approaches used in managing people.
- HR programmes, which enable HR strategies, policies and practices to be implemented according to plan.

1.2. Purpose of the study

As on today working procedures of minimize time of working using quality management systems studies needed for organizational growth by the addition of conducting training programs. Once the training completed HR practices have to run to check the variations before and after training levels. This case study will provide a scope of alterations in HR activities for further practices. The main objectives of this paper are

- To check the employ engagement in different criteria's likes qualification, experience and performance.
- To validate the assessment program by preparing questioner and interview with the employees at NTTPS.
- To check the attitude levels of employees after training programs finished.
- To analyze the mean differentiations among the respondents for selected questioner.

1.3. Conceptual framework

Empirical studies in this research are discussed in line with the reciprocity framework of the social exchange theory (SET), which proposes that good HR practices (antecedents) influence engagement through the reciprocal exchange of engagement for motivational HR practices which then influences attitudinal and performance outcomes. The nine engagement antecedents studied in this research are job characteristics, role clarity, material adequacy, teamwork, rewards and recognition, perceived social support, compensation fairness, job security and employee development.

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These antecedents are assumed to separately but also collectively drive employee engagement and engagement influences OCB.

1.4. Limitations of the study

This study used a cross-sectional research design as opposed to a longitudinal research design. Longitudinal and experimental studies are required to provide more definitive conclusions about the causal effects of employee engagement and the extent to which social exchange explains these relationships. In addition, much of the data came from a self-reported questionnaire. This could affect the reliability and validity of the data because respondents may have answered the questions to reflect more socially acceptable responses rather than ones that reflect their real opinions. Although the results of this study might have been affected by method bias, statistical results give us confidence in the results.

2. Literature review

Bratton and Gold [1] strategic human resource management is "the process of linking the human resource function with the strategic objectives of the organization in order to improve performance". Baird and Meshoulam [2] that "business objectives are accomplished when human resource practices, procedures and systems are developed and implemented based on organizational needs, that is, when a strategic perspective to human resource management is adopted." Paul and Anantharaman [3] tested the causal model linking HRM with organizational performance. They found that practices like training, job design, compensation and incentives had a direct effect on the operational performance parameters. Sing et.al [4] tested and showed that there exists a significant relationship between strategic HR orientation of Indian firms and their performance. HR orientation was conceptualized as the alignment of HR planning, selection, evaluating, compensating, developing and staffing practices with the business strategies of the firm, Wattanasupachoke [5] examined the relationship between HR strategies and the performance of 124 Thai companies and found that the extra pay and profit sharing is the only factor group that has a statistically important correlation with the companies' financial performances such as sales, profits and liquidities. The results of these studies have thus confirmed the dependency of an organizational achievement on the calibre of its employees and how effectively the companies manage the human resource practices to influence positive Yahya and Goh [6] Companies intending to gain a sustained competitive advantage should help their employees raise their skills by receiving continuous training so that they can learn new things needed to ensure quality improvement of the products and services of the company. A clear understanding of the company's mission and values would help ensure a right direction for goal attainment [7-10].

3. Methodology

According to the organization selected i.e NTTPS the following practices selected for frame development.

1) Recruitment and Selection, Training & Development. (class levels)
2) Performance appraisal, Reward and recognition. Division wise)
3) Teamwork, Workers participation. (tendency)
4) Organizational Support.
5) Employee attitude.

Case study results samples indicated that perceptions of supportive HR practices (participation in decision making, growth opportunities, and fairness of rewards/recognition) were consistently positively related to POS, adding to our understanding of the factors leading to the development of POS. The results also indicated that, although each of these practices was significantly correlated with organizational commitment, they were more strongly correlated with POS, and POS-mediated relationships with commitment. These findings support our contention that organizational HR practices seen as supportive by employees increase POS and lead to affective attachment to the organization because of employee perceptions that the organization supports and cares about them.

4. Assessment and analysis results

Respondent classes depends for HRM Practice

1) Administrative divisional engineer
2) Divisional engineer
3) Senior Engineer
4) Class engineers (junior engineer)
5) Others including floor in charges, supervisors, workers, trainers.

Training, facilitation, engagements, satisfactory by different means and classes response tables are given below.

The training institute has 37 employees including trainers who actively involved in various training programs conducted by the power plant.

Table 1: Total Number of Respondents in the Company with Different Level of Work Levels

Respondent Type	Total respondents-157									
	Level in company						Gender		Contract Status	
	OTHERS	ADE &AE	DE	SE	CE	Admin	Male	Female	Full Time	source-non permanent
Total	85	31	3	5	1	32	127	30	83	74
Percent	54.1	19.75	1.91	3.18	0.63	20.4	80.9	19.10	52.87	47.13

Table 2: Qualification Training

By qualification	Participants(n=157)					
	Male		Female		Totals	
	Frequency	%	Frequency	%	Frequency	%
PG	1	0.63	0	0	1	0.63
UG	5	3.18	1	0.63	6	3.81
DIPLOMA	15	9.55	4	2.54	19	12.09
ITI	76	48.4	0	0	76	48.4
Others	30	19.1	25	15.92	55	35.02
Totals	127	80.86	30	19.09	157	100

Table 3: Facilitation and Engagements Training

CLASS –all	Participants(n=157)					
	Male		Female			Totals
	Frequency	%	Frequency	%	Frequency	%
Management	14	8.9	4	2.55	18	11.45
Supervisors	8	5.1	6	3.82	14	8.92
Fore-mans	32	20.4	0	0	32	20.4

Operators	29	18.5	0	0	29	18.5
Others (helpers)	44	28.0	20	12.73	64	40.73
Totals	127	80.9	30	19.1	157	100

	Participants(n=157)					
By experience	Administration		Floor		Totals	
	Frequency	%	Frequency	%	Frequency	%
0-3 years	13	8.28	14	8.91	27	17.19
3-6 years	15	9.55	18	11.4	33	20.95
6-9 years	10	6.3	25	15.9	35	22.2
10 and above	22	14.0	40	25.4	62	39.4
Totals	60	38.13	97	61.6	157	100(99.74)

Table 4: Internal Training Programs

Year	Duration	No. of participants
2011-2012	21	80
2012-2013	14	80
2013-2014	21	40
2014-2015	28	25
2015-2016	35	20

Table 5: Induction Training Program for Trainee Asst. Engineers

Year	Duration	No. of participants
2011-2012	21	200
2012-2013	14	200
2013-2014	21	150
2014-2015	28	100
2015-2016	35	80

Table 6: Training Program Conducted for General Staff & Engineers

Year	Duration	No. of participants (general)	No. of participants (engineers)
2011-2012	2 days	60	40
2012-2013	2 days	60	40
2013-2014	2 days	50	40
2014-2015	2 days	60	40
2015-2016	2 days	60	40

Table 7: Performance Appraisal, Reward and Recognition

Length of service	Participants(157)					
	Male		Female		Totals	
	No of re-spondents	%	No of respondents	%	No of respondents	%
0-5	12	7.64	2	1.27	14	8.91
6-10	30	19.1	7	4.46	37	23.56
11-15	24	15.28	12	7.64	36	22.92
16-20	32	20.38	4	2.54	36	22.92
21-25	18	11.46	2	1.27	20	12.73
26 above	11	7.0	3	1.91	14	8.91
Totals	127	80.86	30	19.09	157	100(99.95)

	Participants (n=157)					
By Age	Male		Female		Totals	
	Frequency	%	Frequency	%	Frequency	%
Less than 20	1	0.63	5	3.18	6	3.81
20-29	11	7	8	5.1	19	12.1
30-39	83	52.86	14	8.91	112	61.77
40-49	26	16.56	1	0.63	20	17.19
50+	6	3.82	2	1.26	8	5.08
Totals	127	80.87	30	19.08	157	100(99.95)

Staff Development questioner	N	Mean	Standard Deviation	SA	A	NoP	D	SD	Missing
outline performance targets	157	3.738	0.99	28.8	51.9	9.6	8.7	0	1
have regular Performance Reviews with my manager	157	3.112	1.32	12.5	58.70	18.3	8.7	1.9	0
I receive regular training	157	4.296	0.681	37.5	51	5.8	5.8	0.0	0
I find my work interesting	157	3.169	1.10	7.7	27.9	20.2	42.3	1.9	0
I receive regular feedback on how I am performing	157	3.192	1.27	8.7	44.2	26	21.2	0.0	0
There are opportunities for promo-tion	157	3.228	0.732	3.8	20.8	54.7	18.9	1.9	0
Team work helps me do my job well.	157	4.786	0.43	43.3	52.9	1.9	1.0	0	1

*SA=Strongly Agree; A=Agree; Nop=No Opinion; D=Disagree; SD=Strongly Disagree

5. Conclusion

The total respondents of 157 have a mean response for the theme of HRM policy of 2.94 and a Standard Deviation of 0.895. This population's responses tend to be spread across the Agree, No Opinion and Disagree categories. Thus, this General Assistant population has a relatively high number of No Opinion responses based on the questions posed within this theme (37.04%) closely followed by responses in the Disagree category (32.105), with 25.93% of responses falling into the Agree response category. The sample size for this group is notably smaller at 20. The mean response was 2.95 (SD = 0.889). This sample of NTTPS staff mainly answered in the Agree section, with 61.73% followed by 19.75% with No Opinion and 16.05% Strongly Agree. The next level in the management structure is the Department Manager. The population size for this group of respondents is 28.

Table 8: Questionnaire Respondent Analysis Table

Type of activity	Administration (p)	Floor (p)
Performance	0.48	0.42
Skill	0.38	0.57
Q1	0.61	0.71
Q2	0.58	0.56
Q3	0.46	0.48
Q4	0.52	0.61
Q5	0.6	0.52

P=coefficient of mean

As per the mean values questioner according to the model developed the performance levels are satisfactory and further related monitoring have to be done with performance chart of each section is appreciable for depth management practices in employ engagement. The questioner selection given at annexure for practices and future work has refer to be type of training taken in engineering practices, test performances, exam qualified, assigned duty clearance for respondents, performance data analytics one year after trainings completed also give good analysis for corresponding steps.

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