International Journal of Applied Social Science *RESEARCH PAPER*
Volume 5 (1), January (2018) : 6-12 ISSN : 2394-1405 (Print)
Received : 01.12.2017; Revised : 15.12.2017; Accepted : 20.12.2017

Employee's commitment, involvement and participation and its impact on customers satisfaction with special reference to telecom sector: A case study conducted in Bharati Airtel Ltd., Bhubaneswar Circle

SUJIT KUMAR ACHARYA
Assistant Professor
Department of Business Administration, DDCE, Utkal University, Bhubaneswar (Odisha) India

ABSTRACT

Traditional marketing tools like product quality, pricing, promotional advantage are no more tools for business success. All business houses are updating themselves on these aspects in the fiercely competitive market. The challenge before business strategists is to create a loyal and long lasting customer base. While focussing on the customer for business success, the first thing which comes to mind is the employee of the organization. An employee could help to create a loyal customer through personalised service. The attainment of business goals through employee involvement is the need of the hour, employee engagement could be used as a tool to involve employees in achieving customer satisfaction. In such practice, four types of relationships emerge: transactional customers, delighted customers, loyal customers, and fans. The present research is conducted at Bhubaneswar on the employees working in Airtel telecom sector. The Research indicates clear links between highly engaged individuals and overall organisational performance, with bottom line results, job dissatisfaction, absence, staff turnover and resilience to change. The present study is an effort to ascertain if any such link exists in the context of engaged employees rendering better service to achieve customer satisfaction.

Key Words : Employee engagement, Customer satisfaction, Organizational performance, Telecom sector

INTRODUCTION

Gone are the days when the HR manager was considered as an odd man in the business strategy room. Business landscape is changing rapidly as an after effect of information explosion, unprecedented media war and globalization. Traditional marketing tools like product quality, pricing, promotional advantage are no more the tools for business success as all business houses are updating themselves on these aspects in the fiercely competitive market. The challenge before the business strategists is to create a loyal and long lasting customer base. Focussing on the customer for achieving the business success, the employee plays a vital role. The employees of any organization are responsible for creating a loyal customer through personalised services.

How to cite this Article: Acharya, Sujit Kumar (2018). Employee's commitment, involvement and participation and its impact on customers satisfaction with special reference to telecom sector: A case study conducted in Bharati Airtel Ltd., Bhubaneswar Circle. *Internat. J. Appl. Soc. Sci.,* **5** (1) : 6-12.

In this crucial occasion of the strategic moves, HR comes into action. Empowering the front line marketing team through training and development techniques, chalking out right job description, retaining talent are some of the areas which get more emphasis. It has been understood by the business experts that a satisfied and stable employee can ensure better customer satisfaction. In recent years the functional areas of business are getting themselves updated. Marketing manager is not happier with only customer satisfaction, rather wants customer advocacy. Whereas the finance manager is not happier with only cost control, rather wants that the opportunity cost should be properly worked out in every strategy. Hence, HR is also not far behind in this innovative transitional era of management functions.

HR professionals, consultants and academicians have always been inquisitive to ascertain whether job satisfaction, job involvement and commitment towards the lob is the optimum need of an employee at work. With this question in mind, a lot of research has taken place in late 90s and the outcome is a concept called employee engagement. It shows that an engaged employee is not only satisfied but also involved with the organization in many ways. The first scholar to bring this concept was William A. Kahn (1990) and who has defined employee engagement as the harnessing of organisational members towards maximum job involvement and goal attainment. As business goal attainment through employee involvement is the need of the hour, employee engagement can be employed as a strategic tool for customer satisfaction.

The present study has taken into consideration the application of employee engagement in the telecom sector at Airtel in specfiaclly the employees working at Bhubaneswar. An effort has been made to ascertain, if there exists any link between employee involvement and customer satisfaction or not. As in this sector it is always fiercely competitive and customer satisfaction is perceived by many as the key to success. The sector has witnessed a sudden turnaround of fate of many companies by the emergence of Reliance Jio as the most dominant player in the present condition. There have been mergers, strategic partnerships, introduction of new business models, aggressive tariffs to win the price war and a bigger share of the pie. This war among the telecom companies has left their employees on the cross roads as the sector depends highly on the human resource and all the functional areas require trained and technically sound personnel.

Review of Literature :

The definite benefits of having engaged employees in an organisation lead to high productivity and customer satisfaction**.** Employee engagement is able to predict employee turnover intention, employee productivity, financial performance, customer satisfaction and so forth (Richman, 2006). Banmruk (2004) stresses the important role of employee engagement but labels this construct as 'the missing link' in relation to the factors that contribute to a firm's success.

The customer engagement cycle shows different stages like, connection, interaction, satisfaction, retention, loyalty, advocacy and engagement. It arrays customers in a customer engagement matrix according to the degree of relational exchange and emotional bonds that characterize their relationship with sellers' people. In the process of achieving customer satisfaction thorough employee engagement, four types of relationships emerge: transactional customers, delighted customers, loyal customers, and fans. C. M. Sashi's (2012) extensive research indicates clear links between highly engaged employees and overall organisational performance, specifically with bottom line results, job and customer satisfaction, absence, staff turnover and resilience to change. In the academic literature, engagement is said to be related to but distinct from other constructs of organisational behaviour. Robinson (2004) state that engagement contains many of the elements of both commitment and

OCB (Organisational Citizenship Behaviour), but is by no means a perfect match with either. In addition, neither commitment nor OCB reflect sufficiently two aspects of engagement, its two-way nature and the extent to which engaged employees are expected to have an element of business awareness and customer satisfaction.

In 2007, Lowe's Companies (chain of retail home improvement and appliances stores in the US, Canada and Mexico) began the journey to establish a date driven business model to show the usual linkage of HR with business outcomes. Though Lowe's management intuitively knew the relationship, but a proven decision model was thought to be helpful in identifying the people and HR priorities by showing which areas had the greatest business impact. Lowe's one of the most compelling finding was the relationship between employee engagement and customer satisfaction and the impact on revenue. Traditional retailer sales and impact analysis includes the manageable factors that ultimately drive sales, customer traffic (foot-fall), revenue generated by advertising, online truffle, inventory etc. Lowe's management intuitively knew there was a connection between engagement and customer satisfaction and by developing a value linkage model they were able to confirm that link and translate their assumption into real dollars and cents. The engagement-customer satisfaction analysis model for a compelling first exploration of the enterprise wide model on engagement was the relationship between engagement and average tricot *i.e.* the amount of money a customer spends per transaction. Intrusively Lowe's knew the way the relationship worked and they also had the numbers to show the actual dollar impact. High employee engagement was driving four percent higher average sales. In the end, Lowe's found that a conservative difference between the highest and lowest engaged stores was more than a million in sales per year.

Over the past 20 years, employee engagement has become generally allocated as an indicator of business performance. Applied correctly, engagement data can act as an early warning system for revenue and profitability. For example, in a report it has been mentioned, "Companies with highly engaged employees outperform those with less engaged employees in terms of operating income, net income growth and earnings per share" (Towers Perrin, EE underpins Business, September, 2009).

Employee engagement has a positive relationship with productivity, profitability employee's relation, safety and customer satisfaction (Buchingham and Coffman, 1999). Measure of engagement needs to be different from measures of satisfaction found in the typical employee opinion survey. Employee feelings of engagement and behavioural engagement relate significantly to market and financial performance and a measure of engagement targeted on customer service is significantly related to customer satisfaction. The later suggests that focused engagement measures may be quite useful in assessing engagement in relation to important organisational outcome such as customer satisfaction, but also perhaps for other such outcomes as innovation and safety.

Objective of the study:

The basic objective of the study is

– To find out the linkages between the satisfied engaged employees in creating a loyal customer base.

– To identify the different parameters which makes an employee more committed and involved in the job

Scope of the study :

Presently as per the report of Cellular Operators Association of India the market leader Bharti

Airtel added 2.85 million mobile phone subscribers in April- 2017. Airtel offers mobile and internet communication services, including phone, broadband internet (Airtel Telemedia), mobile phone, mobile internet and television. Television service is available over the internet (IPTV) or as Direct-to-Home service under the Airtel Digital TV label. The present study conducted at Bhubaneswar by considering the vies of the employees in particular working in the sale Department. Through random sampling method 88 employee's were identified for considering their views in the present research.

METHODOLOGY

To ensure adequate representation of data in this study, both primary and secondary sources were taken into consideration. To validate and quantify the data collected, multivariate techniques have been employed. The routing of the responses (opinions of respondents) was performed with the help of Likert's five-point scale (strongly agree = 5, agree = 4, undecided = 3, disagree = 2, strongly disagree = 1). Subsequently the data so piled up was treated and analysed through statistical package (SPSS) version 21 to ascertain the cause and effect relationship based on which the conclusion has been drawn. Statistical methods like descriptive analysis, correlation and regression were used to analyse the data and for making the study realistic and understandable.

The formula taken (Charan and Biswas, 2013), for calculation of necessary sample size is:

$N = (Z\text{-score})^2 * \text{Std. Dev.}*(1-\text{Std.Dev.}) / (\text{margin of error})^2$

In this study, 95 percent confidence level is taken for which the Z value is 1.96 according to the standard normal distribution table. A standard deviation of0.5and margin of error of +/- 5% has been assumed.

Therefore, $N = \{(1.96)^2 \times 0.5(0.5)\} / (0.05)^2 = (3.8416 \times 0.25) / 0.0025 = 0.9604 / 0.0025 = 384.16$.

RESULTS AND DISCUSSION

Analysis :

In order to ascertain if employee engagement is directly related to customer satisfaction, ten variables (questions) have been taken into consideration and an effort has been made to find the validity of the relationship empirically.

Independent variables (Employee engagement) influencing employee satisfaction as the dependent variable	
V1	Ownership feeling towards the organization.
V2	Long term career prospects in the organization.
V3	Customer is at the centre stage for the success of any organization.
V4	The financial strength of the company largely depends on the well-being of the customers.
V5	Stability of the organization depends on a satisfied customer base.
V6	The organization shall have a better market share.
V7	Jobs which are repetitive in nature are easy.
V8	Expansion of the organization to other localities will increase customer satisfaction
V9	Better relationship between the customers and the organization.
V10	Supervisors / managers have confidence on the employees.

The descriptive statistics in the Table 1 showcases the means, Standard Deviations (SD) and Pearson correlation coefficient of the independent variables and Customer Satisfaction (CS) as the

dependent variable. The results of the calculated mean reflect that the most contributing variable towards customer satisfaction is V4 as its value is 3.94 which is higher than other variables in the construct. According to this variable, the financial strength of a company largely depends on the wellbeing of the customers.

Table 1 : Mean, Std. dev., Correlations and model summary

R	MN	SD	CS	V1	V2	V3	V4	V5	V6	V7	V8	V9	V 10
CS	3.91	1.31	1.00										
V1	3.38	1.22	0.12*	1.00									
V2	3.26	0.47	0.47**	0.10	1.00								
V3	3.76	0.90	0.57**	0.01	0.11	1.00							
V4	3.94	1.45	0.83*	0.04	0.03	0.02	1.00						
V 5	3.85	0.14	0.46**	0.12*	0.00	0.15**	0.38**	1.00					
V 6	3.85	0.42	0.47**	0.06	0.04	0.10	0.53**	0.61**	1.00				
V 7	3.76	1.26	0.51**	0.07	0.02	0.08	0.46**	0.46**	0.56**	1.00			
V 8	3.56	0.38	0.24*	0.05	0.05	0.02	0.27**	0.07	0.15**	0.57**	1.00		
V 9	3.89	0.49	0.31*	0.15**	0.02	0.02	0.28**	0.20**	0.18**	0.64**	0.86**	1.00	
V 10	3.92	1.28	0.47**	0.06	0.04	0.00	0.14*	0.20**	0.23**	0.24**	0.27**	0.39**	1.00

Significance at 0.05 level, **Significance at 0.01 level, R= 0.452, R2= 0.205, Adj. R2= 0.191, Std. Error= 0.789, F= 0.157, Sig.= 0.000

Most of the employees identified employee engagement an important element of customer care as the mean scores of all the items under this are more than 3.0. The value of standard deviation is more than 1 in case of four variables (V1, V4, V7, and V10) and rest have values of less than 1. The value of Pearson's correlation coefficient (r) indicates the strength and direction of a relationship between the two variables in a study. The independent variables (V1, V4, V8, and V9) have positive correlation with the dependent variable (customer satisfaction) at a significance of 0.05 and rest of the variables are significant at 0.01 levels. From the trend of standard deviation and correlation analysis it is evident that the relationship between the dependent variable and independent variables is quite dispersed and hence indicates a moderate relationship.

The regression analysis is a statistical process for estimating the relationships among variables, where the focus is on the relationship between a dependent variable and one or more independent variables. The table gives the value of the coefficient of determination R^2 which is the proportion of variance of the dependent variable (customer satisfaction), explained by the independent variables. In this construct (customer satisfaction), the value of R^2 is 0.205, which implies that only 21% of the variance in the dependent variable is explained by the predictor variables.

Adjusted R^2 is a modified measure and it indicates the fitness of the model. Its value should ideally be equal to or nearer to the value of R^2. In this model, the value of adjusted R^2 is 0.191, which is not so close to the value of R^2 (0.205), indicating the fitness of the model is far from expectations. A standard error of 0.789 is not enough to imply reliable prediction of the model. The value of F is 0.157 ($p < 0.001$), which makes the model statistically insignificant.

The regression coefficient Table (Table 2) showcases a range of unstandardized and standardized beta coefficients. The standardized coefficients refer to the extent of increase in the dependent variable when the standard deviation increases for each independent variable, as all the independent variables have been standardized so as to make their variances1 (Hair *et al.*, 2010). In the Table 2, the results depict that four variables out of ten *i.e.,* only 40% are significant at p<

Table 2 : β coefficients					
Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	t	
(Constant)	1.424	0.444		3.205	0.002
V 1	0.081	0.151	0.031	0.533	0.004
V 2	0.128	0.077	0.095	1.665	0.097
V 3	0.044	0.046	0.052	0.943	0.347
V 4	0.206	0.070	0.284	2.771	0.000
V 5	0.127	0.059	0.148	2.171	0.001
V 6	0.117	0.071	0.120	1.651	0.000
V 7	0.029	0.059	0.027	0.481	0.631
V8	0.042	0.073	0.052	0.579	0.563
V9	0.099	0.106	0.104	0.935	0.350
V10	0.231	0.113	0.247	2.036	0.003

Dependent Variable DV (CS)

0.001. The variable V10 (supervisors and managers have confidence on employees) has the highest beta coefficient of 0.231 with a significance of 0.003. The beta values of all the variables are positive which indicates that the direction of the influence for maximum predictors is positive. The t-statistics indicates a measure of the precision with which the regression coefficient is measured. The highest-value in this table is for V4 followed by V5, V10 and V2.

Independent variables (Employee engagement) influencing employee satisfaction as the dependent variable	
V1	Ownership feeling towards the organization.
V2	Long term career prospects in the organization.
V3	Customer is at the centre stage for the success of any organization.
V4	The financial strength of the company largely depends on the well-being of the customers.
V5	Stability of the organization depends on a satisfied customer base.
V6	The organization shall have a better market share.
V7	Jobs which are repetitive in nature are easy.
V8	Expansion of the organization to other localities will increase customer satisfaction
V9	Better relationship between the customers and the organization.
V10	Supervisors / managers have confidence on the employees.

Discussion :

Employee engagement as a HR tool also contributes to the marketing function. And it has been proved by researchers that engaged employees are very keen to serve the customers thereby bringing wellbeing for the business. The literature which supported this view are by Sashi (2012), Banmruk (2004), Buchingham and Coffman (1999). They have very prominently established that engaged employees are better poised to serve the customers.

However, the current study based on the telecom sector does not establish any effective relationship between these variables. There is ample scope for further research in the sense, it may have been affected by some sector specific factors which need to be investigated.

Managerial Implications and Conclusion :

It can be understood from the present study that employee engagement can be used as a tool

for making employees customer friendly. The study cannot be a conclusive or general framework to be used across all sectors. It shows a primary route map to achieve better customer satisfaction through employee engagement. However, the practicing managers may use the constructs used to ascertain the impact of employee engagement on customer service.

REFERENCES

Baumurk, R. (2004). The missing link: The role of employee engagement in business success.*Workspan*, **479**(9) : 48-52.

Buckingham, M. and Coffman, C. (1999). *First Break all the rules: What the world's greatest managers do differently.* New York: Simon and Schuster.

Charan, J. and Biswas, T. (2013). How to calculate sample size for different study designs in medical research? *Indian J. Psychological Medicine*, **35**(2) : 121-126.

Kahn, W.A. (1990). Psychological conditions of personal engagement and disengagement at work. *Academy Management J.*, **33**(4) : 692-725.

Richman, A. (2006). Everyone wants an engaged work force; how can you create it. *Working Pan,* **49**(3) : 369-370.

Robinson, D., Perryman, S. and Hayday, S. (2004). *The drivers of employee engagement*, Institute of Employment Studies, Brightobn**.**

Sashi, C.M. (2012). Customer engagement, buyer-seller relationships, and social media. *Management Decision,* **50**(2) : 253-272.

****