

ABSTRACT

In a modern society and in a fast developing country like India the importance of electricity in the growth and development is immense. Power sector incorporates multiple functions carried out by skilled personnel. Electricity Act, 2003 was enacted as part of the major power sector reforms to improve the power sector scenario in the country. After the power sector reforms in India, the sector has been divided into three distinct yet interrelated sectors, i.e. power generation, power transmission, and power distribution. Considering the lack of research in Indian power sector regarding the antecedents of employee engagement, this study is expected to aid the practitioners and academicians in this regard. The proposed model hypothesizes that three trusts namely, co-worker trust, supervisor trust and organizational trust mediate the relationship between organizational culture and employee engagement. In the conceptual model intrinsic motivation is assumed to moderate the impact of three trusts on employee engagement. In the present study, OCAI scale is used to assess the prevailing organizational culture. The advantage with this scale is that it envisages the presence of multiple cultures in the organization. These are measured through six dimensions. Based on the findings the cultures are identified as clan, hierarchy, adhocracy and market types. The five dimensions of trust, i.e. integrity, competence, consistency, loyalty and openness (Schindler and Thomas, 1993) were used to create three trust scales to measure co-worker trust, supervisor trust, and organizational trust. UWES scale has been used to measure the employee engagement among the executives. The data was collected from 812 executives from the three power companies. The antecedents of employee engagement were assessed using structural equation modeling. The outcome validated the postulated hypotheses. Furthermore, organizational culture is identified along with identification of dominant culture in Indian power companies. Future directions for study as well as limitations of the present study have also been described. The present study will be helpful for academicians to identify the antecedents of employee engagement and practitioners in power sector who wish to improve employee engagement in their organization.

Keywords: Co-worker Trust, Employee Engagement, Intrinsic Motivation, Organizational culture, Organizational Trust, Supervisor Trust