



EMPLOYEE ENGAGEMENT AND ITS EFFECT ON JOB PERFORMANCE AND RETENTION AMONG HR RECRUITERS

Dr.S.Meena

Associate Professor, Vels University, Chennai.

Abstract

Employee engagement refers to a situation where all the employees are engaged in their own work and take keen interest in the organization's activities. An engaged employee is one who is focused, enjoys his work and learns something new each day. An engaged employee is satisfied with his work and would never think of quitting his job. He is the one who willingly accepts responsibilities and looks forward towards a long term association with the organization. An engaged workforce is the key to sustained competitive advantage and accelerated business performance. From the study on the employee engagement and its effect on job performance and retention among HR Recruiters in Chennai, it was found that the most of the employees are highly engaged with the company both intellectually & emotionally. Also the study infers that most of the employee engagement programs have produced good result on engaging the employees in accordance with organization's objectives and goals. When they have proper engagements programs they will be free from the internal pressure and can relax themselves and boost them for the further growth in their organization.

INTRODUCTION

Employee engagement is the extent to which an employee is committed to their work and their organization and the extent to which this commitment impacts their performance and intent to stay with the organization. Engaged employees are seen to productive members of an organization who are psychologically committed to their role in the organization. They are likely to stay longer in their organization, advocate its products and services and contribute to the overall success of an organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Thus Employee engagement is a barometer that determines the association of a person with the organization. According to William Kahn (1990) defines employee engagement as “the harnessing of organization members selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances”.

Employee engagement leads to commitment and psychological attachment and reflects in the form of high retention (low attrition) of employees. The level of engagement in employees can be enhanced by identifying its drivers (influential factors) and work on them. The relationship between employee engagement and employee retention is examined in this study..

NEED FOR THE STUDY

This study is conducted to know the employee perceptions towards engagement programs which are to be conducted to assess the effect of engagement in employee job performances It is also done to know the total percentage of the employees who all are totally committed to their work and are actually supporting in the completion of work more effectively and achieving the organizational goals. The study helps to estimate the organization's capacity to manage employee engagement that is closely related to its ability to achieve high performance levels and superior business results.

In a consulting firm it's highly impossible for retention of employees, because the growth for employee is limited only. But the employee gets an Employee engagement for this short period is a great challenge. In hr consulting firm it's very important that more attention towards the client should be created. Always the employee engagement programs are done to release the stress created in the minds of people. In a consulting firm the stress is more as the long process is involved and there is more chance for negative results. Hence the employee engagements should be encouraged for improving the total productivity and it also helps in retention of employees.

INDUSTRY PROFILE

Recruitment process outsourcing (RPO) is a form of business process outsourcing (BPO) where an employer outsources or transfers all or part of its recruitment activities to an external service provider. The Recruitment Process Outsourcing Association defines RPO as follows: "when a provider acts as a company's internal recruitment function for a portion or all of its jobs. RPO providers manage the entire recruiting/hiring process from job profiling through the on boarding of the new hire, including staff, technology, method and reporting. A properly managed RPO will improve a company's time to hire, increase the quality of the candidate pool, provide verifiable metrics, reduce cost and improve governmental compliance".



The RPO Alliance, a group of the Human Resources Outsourcing Association (HROA), approved this definition in February 2009: "Recruitment Process Outsourcing (RPO) is a form of business process outsourcing (BPO) where an employer transfers all or part of its recruitment processes to an external service provider. An RPO provider can provide its own or may assume the company's staff, technology, methodologies and reporting. In all cases, RPO differs greatly from providers such as staffing companies and contingent/retained search providers in that it assumes ownership of the design and management of the recruitment process and the responsibility of results."

OBJECTIVES OF THE STUDY

3.1. Primary Objective

- To study the employee engagement and its effect on job performance and retention

3.2. Secondary Objectives

- To analyse about the engagement programs practiced among HR Recruiters
- To identify the employee perceptions towards engagement programs.
- To assess the effect of employee engagement in job performances.
- To examine the effect of engagement programs in employee retention.

REVIEW OF LITERATURE

Brad Shuck, Thomas G. Reio Jr - The purpose of the present study was to investigate the degree to which psychological workplace climate was associated with personal accomplishment, depersonalization, emotional exhaustion, and psychological well-being, and whether employee engagement moderated these relations. A sample of 216 health care employees from the United States, Canada, and Japan completed an online survey. Regression results suggested that psychological workplace climate was significantly related to each outcome variable; engagement moderated relations between workplace climate and each of the four dependent variables. ANOVA results revealed that high engagement group employees demonstrated higher psychological well-being and personal accomplishment, whereas low engagement group employees exhibited higher emotional exhaustion and depersonalization.

Michael Haid – This article discusses about the behavior of an Engaged Employer. Engaged employees lead to increased productivity, retention, customer loyalty and profitability. Savvy organizations focus on both the lead and lag indicators of business success, so business leaders need to know about engagement levels in the same way they need to know about other critical management information, such as financial, productivity and customer data. Robust, business-oriented measurement and analysis is required to identify the key drivers of engagement for your organization

Karen Wilson (May 2009) – The Results of this study contributed to the limited empirical research on the topic of employee engagement. Specifically, it contributed the first statistical information about rates of engagement among staff in a human services agency. Because employee engagement is now understood to be a critical component of successful organizational outcomes, it needs to be closely examined in the social work field, if for no other reason that agencies are held increasingly more accountable for outcomes, and funding is often tied to success rates. An engaged staff can contribute significantly to reaching positive outcomes. Therefore, the engagement concept should be at the forefront of social work research and policy implementation.

C.Balakrishnan, Dr.D.Masthan, Dr.V.Chandra(August. 2013) - The present study was conducted when the airport was reeling under the high employee turnover. The study brought out how employee retention can be improved by improving engagement level of employees. There was statistical evidence in the study to confirm that the employee retention can be improved by addressing non-financial drivers of employee engagement like communication, recognition, manager/supervisor support (relationship), work engagement, team work and role clarity. Therefore it has given a very positive message that even without financial expenditure the employee engagement and hence retention can be improved.

RESEARCH METHODOLOGY

Research is a process in which the researcher wishes to find out the end result for a given problem and thus the solution helps in future course of action. The research has been defined as "A careful investigation or enquiry especially through search for new facts in any branch of knowledge. Methods comprise the procedures used for generating, collecting and evaluating data. Methods are the ways of obtaining information useful for assessing explanations. For the present study Descriptive Research approach adopted. Primary data was elicited through a structured Questionnaire. Questionnaire was used to conduct the survey among 70 employees which includes open-ended and closed-ended questions. The sample units are HR Recruiters working for various consultancies in Recruiting Employees for their clients. The Sampling method followed is Non



Probability, convenience sampling. The Sample size taken for the study 70. The Collected data was edited and analysed through SPSS and various statistical tools used to support the Research.

Limitations of the Study

- Some of the respondents were reluctant to answer negatively doubting their answer may not be confidential.
- The sample taken for the study was only 70 and so the result drawn may not be very accurate for all the employees.
- The Employees were busy with their work therefore they could not give enough time for filling the Questionnaire.
- The findings of the study are only based on the information provided by the respondents.

RECOMENDATIONS

The engaged workers are more actively present in the organization. These employees work with passion and feel a profound connection to the company. To retain the engaged workers the management must constantly motivate their employees. Cash prizes, trophies, gift vouchers, certificates are an effective way to motivate the employees and keep them engaged in their work. People that are actively engaged help to move the organization forward. The management may properly recognize their workers by giving timely promotion, reward and incentives to retain them. Training and growth opportunities contribute of the totally engaged employees and help them in the retention of those employees.

Management could try to expedite action taken on feedback. Employee counseling and mentoring techniques can be used to get the feedback from the employee about his role and job performances, when employees issues are addressed immediately by management, employees will have more trust on management, show more involvement and they would come forward to tell more ideas and suggestions about the work and it does not mean that employees always place only complaints. It would be also better if management take effort to improve work life balance of employees. The company may have a proper pay system so that the employees are motivated to work in the organization. In order to boost his engagement levels the employees should also be provided with certain benefits and compensations. Compensation is an important factor in job satisfaction. In any organization compensation level determines employee's motivational level, morale, productivity and overall job satisfaction. An employee who feels adequately compensated monetarily is more likely to stay with their organization.

CONCLUSION

In today's competitive Business world, employees are expecting more and more from the organization. With increased change in needs and expectation of the employees and the employers need to be cautious in choosing the right fit and giving a realistic job preview and engage the employees through their engagement activities to build passion, commitment and alignment with the organization's strategies and goals.

From the study on the employee engagement and its effect on job performance and retention among HR Recruiters in Chennai, it was found that the most of the employees are highly engaged with the company both intellectually & emotionally. Also the study infers that most of the employee engagement programs have produced good result on engaging the employees in accordance with organization's objectives and goals. When they have proper engagements programs they will be free from the internal pressure and can relax themselves and boost them for the further growth in their organization. Compensation constitutes the largest part of the employee retention process. The employees always have high expectations regarding their compensation packages. So providing an attractive compensation package plays a critical role in retaining the employees. Personal counseling to be provided for all employees so that they feel De-stressed and relaxed to work.

To conclude, the organization can still concentrate on specific areas which are evolved from this study in order to make the engagement programs more effective. Only if the employees are properly engaged they work well and only if they work well the organization is going to benefit out of it. An Employee's Engagement levels depend not just on his work but also the work and attitude of his subordinates, peers and superiors as well as various processes and environment in the organization. Steps to be taken to improve the conditions in future. The suggestions of this report may help in this direction.

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