A STUDY IN EMPLOYEE ENGAGEMENT IN HUMAN RESOURCE SERVICE COMPANY IN CHENNAI

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ABSTRACT

This study aims to evaluate the level of employee engagement at Human resource service company and its impact on key organizational outcomes such as turnover rates, financial performance, and productivity. Employee engagement, defined as the emotional and psychological commitment of employees toward their work and organization, is essential for improving business success. The research focuses on identifying key factors influencing engagement, including leadership, work environment, compensation, job satisfaction, career development, work relationships, recognition, and workload.

A descriptive research design was employed, with data collected through surveys from the entire workforce of Human Resource Service company, comprising 200 employees. Key tools used for analysis include percentage analysis, T-tests, and correlation analysis. These statistical methods were employed to explore relationships between variables like employee satisfaction, compensation, workload, and engagement. The study found significant correlations between compensation, leadership, and engagement, while factors such as age showed minimal impact. Recommendations include enhancing leadership communication, revising compensation structures, improving recognition systems, and fostering team collaboration. These insights are intended to help the organisation to strengthen employee engagement, reduce turnover, and increase overall productivity and organizational success.

Keywords: Employee Engagement, Commitment, Leadership, Work Environment.

1. INTRODUCTION

INTRODUCTION OF THE STUDY

Employee engagement is a factor influencing Success of the organisation. It refers to the emotional and psychological commitment employees have toward their work, colleagues, and the organization. High levels of engagement lead to increased productivity, lower turnover rates, and improved financial performance, while disengagement can result in poor performance and dissatisfaction.

Employee engagement is a critical factor influencing organizational success. It refers to the emotional and psychological commitment employees have toward their work, colleagues, and the organization. High levels of engagement lead to increased productivity, lower turnover rates, and improved financial performance, while disengagement can result in poor performance and dissatisfaction.

Employee engagement has emerged as one of the most significant drivers of business success in today's competitive corporate landscape. Engaged employees tend to be more committed to their work, more motivated, and more aligned with the organizational goals, leading to better performance outcomes. A company operating in the talent acquisition sector, employee engagement plays an essential role in maintaining a motivated and high-performing workforce, which is vital for meeting client demands and staying ahead in a dynamic industry.

This study will offer a comprehensive understanding of its employee engagement landscape. By addressing any gaps in engagement, the company can foster a more motivated and committed workforce, ultimately leading to improved organizational performance. Furthermore, the findings will help them to develop targeted strategies to strengthen employee relationships, reduce turnover, and maintain its competitive edge in the industry.

2. OBJECTIVES OF THE STUDY

❖ To Study the level of employee engagement at Human Resource Service company.

❖ To examine the factors influencing the employee engagement at Human Resource Service company

❖ To assess the impact of demographic factors on effectiveness of employee engagement within the organization.

3. REVIEW OF LITERATURE

(Isaac Ahakwa, Jingzhao Yang, Evelyn Agba Tackie,2021) The paper titled Employee engagement review and relationship between Job satisfaction and job Performance The study utilized a simple random probability sampling method to gather data from employees in the Greater Accra Region of Ghana, specifically targeting those working in

selected financial banks. A total of seven hundred and twenty (720) employees were approached, but only seven hundred (700) responses were deemed valid for analysis, indicating a strong response rate and reliability in the sample size . The sample unit consisted of individual employees, which allowed for a focused examination of employee engagement and performance within the organizational context. For data collection, the researchers employed two analytical tools: Weighted Partial Least Squares (WPLS) and Partial Least Squares (PLS) based on Structural Equation Modelling (SEM). The findings revealed that organizational commitment (OC) fully mediated the relationship between work environment (WE) and employee performance (EP) in the WPLS-SEM model, while the PLS-SEM model indicated only partial mediation. This distinction highlights the importance of using appropriate analytical methods to derive meaningful insights from the data. The study's results emphasize the need for organizations to enhance their workplace environments, as this can significantly impact employee morale and productivity Overall, (Employee engagement review and relationship between job satisfaction and job performance, 2020) the research contributes valuable insights into human capital management strategies that can improve organizational performance in Ghana.

"(**Achmad Sani Supriyanto, Vivin Maharani Ekowati,2020**) The research paper "Employee Engagement: A Quantitative Review and Its Relationship with Job Satisfaction and Employee Performance employs a quantitative research design with an explanatory approach, focusing on the causal relationships between employee engagement, job satisfaction, and employee performance. The sample consists of 75 permanent employees from PDAM in Malang City, which provides a targeted analysis within this specific organizational context. Data were collected through questionnaires, a method effective for gathering quantitative insights on employee perceptions. The analysis utilized path analysis to evaluate the relationships among the variables. The findings reveal that employee engagement has a direct positive effect on employee performance, with job satisfaction serving as an intervening variable. This indicates that higher levels of employee engagement led to improved job satisfaction, which in turn enhances employee performance. The study suggests that organizations like PDAM should prioritize maintaining and increasing employee engagement and job satisfaction to boost overall performance

(**Błażej Motyka,2018**) The paper "Employee Engagement and Performance: A Systematic Literature Review examines the methodologies employed in studying employee engagement across various contexts. It analysed empirical studies from 25 countries, highlighting a diverse sample design that enhances the generalizability of findings. The research encompasses publications from 49 journals, predominantly in occupational psychology, HR management, and performance management, indicating a comprehensive approach to the topic. While specific sample sizes are not detailed, 50 of the 71 analysed papers were published in the last five years, underscoring the volume of recent research. The sample units included employees from diverse industries such as financial services, education, construction, and hospitality. Data collection primarily relied on scale-based surveys, with the Utrecht Work Engagement Scale (UWES) variants, particularly UWES-9 and UWES-17, being used in 79% of the studies. The review confirms a statistically significant relationship between employee engagement and various performance metrics, including individual morale and organizational performance. However, it also reveals an uneven distribution of research across different performance categories, suggesting areas for further investigation. Overall, the review underscores the importance of diverse samples and robust data collection tools in understanding the engagement-performance relationship.

(**Dr. PratimaSarangi, Dr. Bhagirathi Nayak,2016**) The study on "Employee engagement conducted in a manufacturing company in India" utilized a well-defined sample design and data collection methodology. The sample size for this research was set at 200 participants, which provided a substantial basis for analysis and findings. The sample unit consisted of employees from the manufacturing sector, ensuring that the data collected was relevant to the specific context of the industry being studied. For data collection, a questionnaire was employed as the primary tool. This questionnaire was designed as a self-report instrument, allowing each participant to provide their insights and experiences regarding employee engagement. The data collection process utilized a five-point Likert scale, which ranged from "strongly agree" to "strongly disagree," along with a neutral option. This scale facilitated nuanced responses from participants, enabling the researchers to gauge the intensity of their feelings and opinions regarding their engagement at work. The findings of the study indicated that employee engagement significantly impacts organizational success. The results are expected to guide human resource management in focusing on specific areas that can foster a more engaged workforce, thereby driving overall success in the manufacturing sector.

(**Nermin Kisi,2022**) The paper titled "The study on employee engagement" conducted a comprehensive bibliometric analysis, focusing on existing literature rather than traditional empirical research with specified sample designs or sizes. A systematic approach was used to select publications related to employee engagement, retrieving data from the Web of Science (WoS) Core Collection with the search term "employee engagement." Initially, 1,039 publications were obtained, but after filtering out document types such as books, editorials, and conference proceedings, the final analysis included 786 articles. The sample units in this study were the individual articles, each contributing to a broader

understanding of employee engagement themes and trends. Data collection utilized bibliometric analysis methods, employing VOS viewer software for citation, co-citation, co-authorship, and co-occurrence analysis to visualize relationships among the selected publications. Findings revealed that the USA was the most productive country in this research area, with the University of Louisville as the leading institution and Brad Shuck as the most prolific author. The study also highlighted trends focusing on antecedents like corporate social responsibility and perceived organizational support, along with outcomes such as job satisfaction and organizational commitment. Additionally, it indicated a need for further exploration of leadership styles, digital technologies, and new working methods impacting employee engagement. Overall, the analysis effectively draws meaningful conclusions about research trends and future directions in the field of employee engagement.

SCOPE OF THE STUDY

The study focuses on assessing employee engagement at HR Service company, specifically analysing factors such as leadership, work environment, career development, and rewards that influence engagement levels. It covers employees across various departments and hierarchical levels, ensuring a comprehensive understanding of engagement throughout the organization. The study will also evaluate how engagement impacts key areas like employee retention, productivity, and financial performance. Data will be collected through surveys and interviews, focusing on trends from the past year, with recommendations aimed at improving future engagement initiatives within the company.

NEED OF THE STUDY

This study on employee engagement at HR Service company arises from the growing recognition that engaged employees are essential for organizational success. High levels of engagement lead to increased productivity, reduced turnover, and better financial performance. The company operates in the competitive talent acquisition sector, understanding what drives engagement is critical to retaining top talent and maintaining high levels of performance. The study will identify the key factors influencing employee motivation and satisfaction, enabling the company to improve its engagement strategies. Ultimately, it will help foster a more committed, productive, and innovative workforce, contributing to long-term business growth and stability.

LIMITATIONS OF THE STUDY

The study on employee engagement at HR Service company offers valuable insights, several limitations should be considered. First, the study relies heavily on self-reported data through surveys and interviews, which may introduce biases such as social desirability or inaccurate recall. The scope is limited for making it difficult to generalize findings to other organizations or industries. Additionally, external factors like economic conditions or market fluctuations that could influence employee engagement are not accounted for. Time constraints may also limit the depth of data collection, and unforeseen organizational changes during the study period could affect the results.
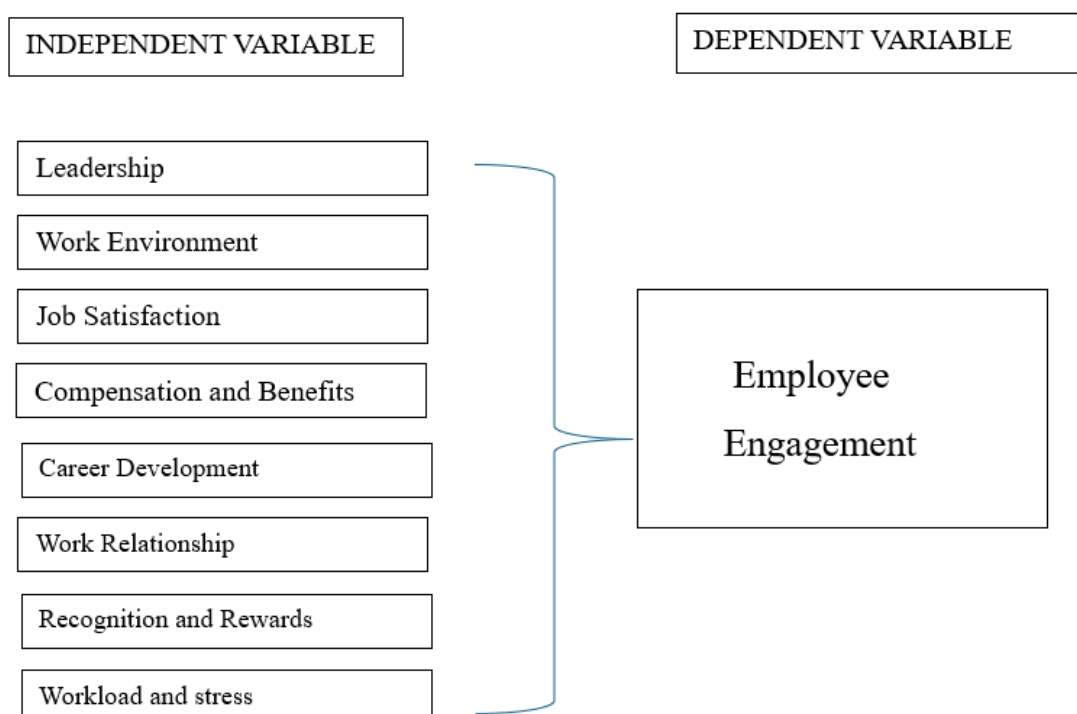
CONCEPUTAL MODEL

CHART NO :1

4. DATA ANALYSIS

TABLE NO:1

S.NO	Particulars	Frequency	Percentage
1	**Age of the Respondents**		
	Below 20	34	17%
	21-24	104	52%
	25-35	57	28.5%
	Above 35	5	2.5%
	Total	200	100%
2	**Gender of the Respondents**		
	Male	109	54.5%
	Female	91	45.5%
	Others	-	-
	Total	200	100%
4	**Experience**		
	0-2	55	27.5%
	2-5	89	44.5%
	5-7	52	26%
	7 and above	4	2%
	Total	200	100%
4	**Education**		
	UG	93	46.5%
	PG	105	52.5%
	OTHERS	2	1.0%
	Total	200	100%
5	**Department**		
	Sourcing	114	57%
	RPO	44	22%
	Manager	30	15%
	Others	12	6.0%
	Total	200	100%

TABLE NO:2

S.NO	DESCRIPTION	MEAN
	LEADERSHIP	
1	Highly effective.	1.98
2	support for professional development	1.88
3	constructive feedback from your leader	2.75
	WORK ENVIRONMENT	
4	Physical work environment	2.00
5	safety and security	2.14
	JOB SATISFACTION	

6	current role and responsibility	2.11
7	work is challenging and engaging	2.06
8	Work life balance	2.14
COMPENSATION AND BENEFITS		
9	salary compared to industry standards	2.26
10	Benefits	2.08
11	compensation structure	2.18
CAREER DEVELOPMENT		
12	Opportunities for career advancement	2.19
13	Effectiveness of the training and development programs	2.03
WORK RELATIONSHIP		
14	Teamwork and collaboration	2.07
15	mutual respect among employees	2.13
16	Conflict resolution	2.41
RECONGNITION AND REWARDS		
17	Recognition for contribution	2.21
18	Rewards and Recognition system	2.44
19	Acknowledge and values your Achievements	2.18
WORKLOAD ANS STRESS		
20	Workload	2.22
21	overwhelmed by your work responsibility	2.14
22	Support employees in managing work related stress	2.00

5. FINDINGS

1. The Individuals with mid-to-higher levels of education, with over half holding postgraduate qualifications.

2.The gender distribution shows a slight majority of males (54.5%) compared to females (45.5%), indicating a relatively balanced representation of both genders in the sample.

3.The departmental distribution reveals that the Sourcing department is the most prominent, comprising 57% of the sample, while the RPO, Manager, and other departments have significantly smaller representations.

4.The mean scores for age (2.42) and experience (2.03) indicate a relatively young workforce with moderate levels of experience.

5.The correlation analysis indicates that there is almost no relationship between age and employee engagement factors.

6.The correlation analysis reveals a statistically significant but weak positive relationship ($r = 0.148$, $p = 0.036$) between monthly salary and employee engagement factors, indicating that higher salaries may slightly influence engagement levels.

7.The analysis indicates significant differences in leadership, work environment, job satisfaction, compensation and benefits, career development, and workload and stress ($p < 0.05$), while work relationships and recognition and reward show no significant differences ($p > 0.05$).

8.Communication from Leadership has a low mean Score: 1.98 reflects dissatisfaction with leadership communication, lacking in clarity or transparency.

9.Support for Professional Development has the lowest score shows concern over insufficient support for professional growth.

10.Constructive Feedback from Leaders The higher score indicates satisfaction with the frequency and quality of feedback from leaders.

11.Physical Work Environment (Mean Score: 2.00) Moderate satisfaction with the work environment suggests adequacy but room for improvement.

6. CONCLUSION

The study underscores the significance of employee engagement in driving organizational success. Key factors such as leadership, work environment, compensation, job satisfaction, career development, and stress management were found to significantly influence engagement levels. The findings indicate moderate satisfaction across most areas, but concerns persist regarding leadership communication and professional development opportunities, highlighting areas for targeted improvement.

By addressing these gaps, HR Service Company can foster a more engaged and motivated workforce, leading to reduced turnover, enhanced productivity, and better financial performance. Specific recommendations include enhancing leadership communication, revising compensation and recognition systems, and creating a supportive environment for professional growth.

Additionally, the study revealed limited correlation between demographic factors like age and engagement, suggesting that engagement strategies should focus on organizational rather than individual characteristics. Insights from this research can guide HR Service Company in refining its engagement initiatives to sustain a competitive edge in the talent acquisition sector.

Overall, the study emphasizes that fostering employee engagement is a continuous process that requires strategic effort and commitment. Addressing the identified challenges will help HR Service Company build a robust, high-performing workforce aligned with its organizational goals.

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