



# A STUDY OF EMPLOYEE ENGAGEMENT ON TALENT RETENTION

Mr. K.Venkat Raj<sup>1</sup>, Mr. U.Rahul<sup>2</sup>.

\*Mr. K.Venkat Raj, II-MBA, Rathinam institute of management, Coimbatore, India.

\*\*Mr. U.Rahul, MBA., M.phil. , Assistant professor MBA, Rathinam Institute of Management, Coimbatore, India.

## ABSTRACT

Employee engagement is necessary as the changing business environment competition has increased and organizations are striving towards finding various innovative ways to achieve and maintain competitive advantage. Talent retention is a various practices of the organization which lead the employee to stick to the company for long. For this purpose, the respondents are selected by proportionate random sampling method. In view of complexity of data, the responses are processed and analyzed by tools like chi-square, correlations are used. This analysis proved that these factors have capacity to influence the employee engagement. A data collection was collected through questionnaires designed. The sampling technique used in the study is convenient sampling and the sample size is 60 employees. The findings suggested that there is a significant impact of employee engagement on talent retention under study. The study on employee

engagement helps the management to understand how employee retention and engagement improve the organization. In this study, it could be understand that respondents are satisfied with their job. The management has taken the best effort to maintain good relationship with the employee.

KEY WORDS: Employee, engagement, retention, talent, organization, management.

## INTRODUCTION TO THE STUDY

Employee Engagement is necessary as the changing business environment competition has increased and organizations are striving towards finding various innovative ways to achieve and maintain competitive advantage. And to a great extent such competitive advantage can be maintained through the most important input of every organisation i.e. Man. So it becomes very important to maintain and retain talent of the organisation on which the success of every organisation is based. Insight into the employee

psychology towards his work and work environment can provide much information which can be further used to maintain such advantage. In order to achieve objectives effectively the organisation must inspire his employee to use their capabilities to full extent and also develop the same from time to time. Also the organisations must develop committed workforce because the teachers who are dedicated can make much contribution towards productivity of organisation (Bakker & Leiter, 2010)

### OBJECTIVES OF THE STUDY

1. Investigate the demographics of the respondents.
2. To determine the quality of the employee engagement.
3. To investigate the role of employee engagement in talent retention.
4. To know the employee satisfaction.
5. To analyze the cause and motivate the employee.
6. To examine performance of the employee.
7. To analyze productivity of the employee 'sense of well-being'

### LIMITATIONS OF THE STUDY

The questionnaire is in closed format, the results may still be dependent on the participants' personal feelings and may be subjected to bias, and provide the **Table 7.5 shows** above table explain that

majority of the respondents (20)percentage are satisfied with the organization has safe and healthy working conditions and (16)percentage are neither satisfied nor dissatisfied, only (12)percentage are dissatisfied and (10) are highly satisfied and (2) percentage highly dissatisfied

- **Table 7.22 shows** above table explain that majority of the respondents (30)percentage are satisfied with they said engrossed and (30)percentage are neither satisfied nor dissatisfied, only (18.3)percentage are satisfied and (15) are dissatisfied and (6.7) percentage highly dissatisfied
- **Table 7.23 shows** above table explain that majority of the respondents (26.7)percentage are neither satisfied nor dissatisfied with their working time and (25)percentage are dissatisfied , only (21.7)percentage are satisfied and (18.3) are highly satisfied and (8.3) percentage highly dissatisfied
- **Table 7.24 shows** above table explain that majority of the teachers (31.7)percentage of the respondents are working full of meaning and purpose re neither satisfied nor dissatisfied and (26.7)percentage are satisfied , only (20)percentage are dissatisfied and (11.7) are highly satisfied and (10) percentage highly dissatisfied
- **Table 7.25 shows** above table explain that majority of the respondents they said working time they forget everything else surrounding (33.3)percentage are neither satisfied nor dissatisfied and (26.7)percentage are satisfied , only (16.7)percentage are highly satisfied and

(15) are dissatisfied and (3) percentage highly dissatisfied

- **Table 7.26** shows above table explain that majority of the respondents are immersed they are works (35)percentage are satisfied and (21.7)percentage are neither satisfied nor dissatisfied, only (20)percentage are dissatisfied and (18.3) are highly satisfied and (5) percentage highly dissatisfied

### . CHI-SQURE ANALYSIS

#### AIM

- This chi-square is used to test whether there is a significant difference between the observed number of responses in each category and the expected number of responses for such category under the assumption of null hypothesis  $X^2=(O-E)^2/E$
- The characteristics of this distributing are completely defined by the number of degrees of freedom.

#### Degree of freedom:

- Degree of freedom= (Number of Rows-1) x (Number of columns-1)

Where,

- $i$  = Observed value
- $E_i$  = Expected value
- $E_i = RT*CT/n$

Where,

- $RT$  = Row total for the row containing that cell.
- $CT$  = Columns total for the column containing that cell.

- $n$  = Total number of observations.

### HYPOTHESIS

**Null hypothesis (H0):** There is no significant difference between gender of the employees and provision leave.

**Alternative hypothesis (H1):** There is a

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.440 <sup>a</sup>	3	.486
Likelihood Ratio	2.154	3	.541
Linear-by-Linear Association	1.602	1	.206
N of Valid Cases	60		

significant difference between gender of the employees and provision leave.

**Significant =  $P \leq 0.05$ , Not Significant =  $P > 0.05$**

### INTERPRETATION

According to the Chi-square table the  $X^2 = 2.440$ , a degree of freedom is 3 and 'p' value is 0.486. Here, the 'p' value is greater than 0.05 ( $0.486 > 0.05$ ). So the  $H_0$  is rejected and the  $H_1$  is accepted. Hence there is a significant difference between gender and provision leave

### HYPOTHESIS

**Null hypothesis (H0):** There is no significant difference between experience of the employees and their opinions about the factors that can reduce absenteeism

**Alternative hypothesis (H1):** There is a significant difference between experience of the employees and their opinions about the factors that can reduce absenteeism

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.638 <sup>a</sup>	12	.560
Likelihood Ratio	11.673	12	.472
Linear-by-Linear Association	.404	1	.525
N of Valid Cases	60		

**Significant =  $P \leq 0.05$ , Not Significant =  $P > 0.05$**

### INTERPRETATION

According to the Chi-square table the  $X^2 = 10.638$ , a degree of freedom is 12 and 'p' value is 0.560. Here, the 'p' value is greater than 0.05 ( $0.560 > 0.05$ ). So the  $H_0$  is rejected and the  $H_1$  is accepted. Hence there is a significant difference between experience of the employees and their opinions about the factors that can reduce absenteeism.

### FINDINGS, SUGGESTIONS, CONCLUSION

#### FINDINGS:

1. Very high majority of the respondents (78.3 percent) are FEMALE.
2. Majority of the respondents (63.3 percent) are between the age group of 26-35.
3. High majority of the respondents (85 percent) are MARRIED.

4. The 90 percentage of the teachers are Master degree.
5. High majority of the respondents (48.3 percent) monthly income is BETWEEN Rs.30001-Rs.50000.
6. In terms of experience the majority 68.3 percentage of the teachers in 6-10 Years of experience.
7. There is no significant association between the respondent response towards age and level of employee engagement on talent retention.

#### SUGGESTIONS:

The Organization can provide better exposure, opportunities & rewards and healthy working environment for employees. The senior employees in the organization should motivates the new employees. In today's competitive situations consolidation and stability is more important than experimental. The Organization can maintain work life balance and family friendly policies for employees. The organization needs to identify those employees who have less no. of dependents in the family and motivate those employees by providing better, opportunities, rewards etc.

#### SUMMARY

#### SOCIAL WORK INTERVENTION

- Case work: This method is implemented while having interaction with employees in collecting data. Can provide counselling to improve employee retention and employee engagement.



- Social work research: Analysing about their problem and identify their needs to improve their satisfaction.

## CONCLUSION

I concluded the study as it could be understand that the respondents are satisfied with their job. The management has taken the best effort to maintain good relationship with the teachers. People are the intangibles. People also are emotional and fickle. They want to be won over often. That is why employee engagement can be an organization's great differentiator in times of stability or in times of rapid change.

As employees are the bases for company, engagement of employees is a major focus for HR department. The management should identify the important factors that affect engagement on talent retention and should take necessary measures to improve these.

## BIBLIOGRAPHY:

1. Akuoko, Osei Kofi and Ansong, Francis (2012), "Employee Retention Strategies and Workers' Performance: General Views of Teachers in Ashanti Region of Ghana", International Journal of Business and Management Tomorrow Vol. 2 No. 8 ISSN: 2249-9962
2. Anand , K.N. (1997), "Give success a chance", Quality Progress: March. Pp. 63-64. Bibliography 182
3. Andrew, 2009, "Happiness and Productivity", The Institute for the Study of Labor (IZA).
4. Balakrishnan. C, Masthan D. et. al (2013), "Employee Retention Through Employee Engagement - A Study At An Indian International Airport", International Journal of Business and Management Invention ISSN (Online): 2319 – 8028, ISSN (Print): 2319 – 801X Volume 2 Issue 8 PP.09-16
5. Gellatly, I. (1995), "Individual and group determinants of employee absenteeism: Test of a causal model" Journal of Organizational Behavior, 16(5), 469-485.
6. Gnanakkan, Samson Sam (2010), "Influence of HRM Practices on turnover intention of teachers: mediated by organizational commitment, Journal of Business management , Vol. 3, NO.2, P: 36 Bibliography 187
7. Goldstein I. (1991), "Training in organizations " In Handbook of Industrial and Organisational psychology. ed. M.D. Dunnette and L.M. Hough, (2 nd edition), Vol. 2, pp.507619
8. Haar J., & Spell C. (2004), "Programme knowledge and value of work-family practices and organizational commitment. The International Journal of Human Resource Management, Vol. 15(6), pp. 1040-1055.
9. Habeck Rochelle, Hunt Allan, Kregel John (2010), "Employee Retention and Integrated Disability Management Practices as Demand Side Factors", Journal of Occupation Rehabilitation 20, pp.443–455
10. Hays, S., & Kearney, R. (2001), "Anticipated changes in human resource management:

Views from the field”, *Public Administration Review* , Vol. 61(5), pp. 585-597.

24. Hiltrop Jean M. (2002), “Mapping The HRM Practices of International Organizations, *Strategic Change*, Vol. 11, No. 6, pp.329-338.

25. Kamal Raj and Sengupta Debashish (2008), “A Study of Job Satisfaction of Bank Officers”, *Prajnan*, Vol. XXXVII, No. 3 Bibliography 189

26. Kane, R. (2000), “Downsizing, TQM, reengineering, learning organizations and HRM strategy”, *Asia pacific journal of management*, Vol. 38, No. 1, pp. 26-48.

27. Kanwal Ambreen and Majid Muhammad (2013), “Retention Management in Banking System an evidence from multan, punjab Pakistan”, *Interdisciplinary Journal of Contemporary Research in Business*”, Vol. 5, NO 1

28. Majumder Md. Tofael Hossain (2012) , “Human Resource Management Practices and Teachers’ Satisfaction Towards Private Banking Sector in Bangladesh, *International Review of Management and Marketing* , Vol. 2, No. 1, pp.52-58

29. Nanus B. (1992), “Visionary Leadership: Creating a compelling sense of Direction for your Organisation” San Francisco: Jossey-Bass .

30. Narang Uma (2013), “HRM Practices – Its Impact on Employee Retention” *International journal of multidisciplinary research in social and management science*. ISSN No. 2320-8236, Vol: 1, Issue: 4

34. Ongori, H. (2007), “A review of the literature on employee turnover”, *African Journal of Business Management*, Vol. 1 (3), pp. 49-54.

35. Pare Guy et al. (2007), “The Influence of High-Involvement Human Resources Practices, Procedural Justice, Organizational Commitment, and Citizenship Behaviors on Information Technology Professionals’ Turnover Intentions *Group Organization Management*, Vol.32, No. 3, pp. 326-357

36. Patterson, M. G., Warr, P. B., & West, M. A. (2004), “Organizational climate and company performance: the role of employee affect and employee level” *Journal of Occupational and Organizational Psychology*, Vol.77, pp. 193–216.

37. Patel Pankaj C, Cardon Melissa S (2010), “Adopting HRM practices and their effectiveness in small firms facing product-market competition, *Journal of Human Resource Management*, Vol. 49, No. 1, pp. 6-20

38. Rhoades, L., Eisenberger, R., & Armeli, S. 2001 , “Affective commitment to the organization: The contribution of perceived organizational support”, *Journal of Applied Psychology* , Vol.86: pp. 825-836.

39. Rothbard N., Phillips, K., & Dumas T. (2005), “Managing multiple roles: Work family policies and individuals’ desires for segmentation” *Organization Science*, Vol. 16(3), pp. 243-258.

40. Safdar Rahman, Waheed Ajmal, Rafiq Hamid, Khattak (2010), “Impact of Job Analysis on

Job Performance: Analysis of a Hypothesized Model” Journal of Diversity Management Second Quarter 2010, Vol. 5, pp.2.

41. Salazar John & Costen M. Wanda (2011), “The Impact of Training and Development on Employee Job Satisfaction, Loyalty, and Intent to Stay in the Lodging Industry”, Journal of Human Resources in Hospitality & Tourism , 10:3, pp. 273-284.
42. Samuel O. Michael and Chipunza C. (2009), “employee retention and turnover: using motivational variables as a panacea”, African Journal of Business Management, Vol.3 (8) September, pp. 410-415.
43. Sarker Md. Rahman (2012), “Impact of HRM Practices on Job Satisfaction and Organizational Performance in Private Commercial Banking Sector of Bangladesh, Department of Business Administration, Bangladesh.

