RETHINKING JOB ENGAGEMENT: THE INFLUENTIAL ROLE OF RECRUITMENT & SELECTION AND TRAINING & DEVELOPMENT

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Abstract

Employees are considered a crucial asset for an organization and their engagement has a direct impact on Organizational Performance. Thus, along with the goal of improving performance, an organization must focus on improving employee engagement. This paper has taken two factors such as recruitment & selection and training & development into consideration. Thus, data from 200 respondents have been collected from Telecom Companies such as MTNL, BSNL, JIO Infocomm, Bharti Airtel ltd., and Vodafone Idea Ltd. The role of Recruitment & Selection & Training and Development has been analyzed through a linear regression model. The results are consistent with the former literature available that both constructs are significant predictors of Job Engagement. This study will help HR practitioners to take decisions regarding choosing the appropriate procedures for recruitment & selection and providing training & development sessions to employees. Moreover, the findings of this study will assist the officers and managers in decision-making in Telecom Industry.

Keywords: Job Engagement, Recruitment & Selection, Training & Development, Telecom Industry

Abbreviations:

R&S: Recruitment & Selection
T&D: Training and Development
JE: Job Engagement
DV- Dependent Variable
IV- Independent Variable

Introduction

Engagement is "A feeling of psychological connect with the organization emerging out of pleasurable or positive emotional state leading to job satisfaction, commitment, sense of pride towards the organization, wanting to stay with the organization, forming emotional connect and recommending others also to work with the organization **(Lather & Jain, 2014)**". The meaning of it is not mere Job satisfaction, it is much more than that. Employees who are highly engaged lead an organization toward success **(Jain & Khurana, 2017).** In fact, top-performing organizations around the world recognize that engaging employees is a crucial effort that stimulates the outcomes of the business.

In today's dynamic world, success is affected by speed, innovation, and acceptability instead of capital. Employees are the most important asset to an organization and their working is directly associated to the engagement and performance **(Ahmad, 2018).** More positive outcomes such as job engagement can be established through training and Development **(Presbitero, 2017).** Along with training and development, there are many other HR Practices which lead to the engagement of Employees that includes Recruitment & Selection, Employee Participation, Employee security etc. The procedure of discovering and hiring the best fit candidate out of the pool of candidates, coordinating and contracting the new personnel to an organization is known as Recruitment. Moreover, it is a crucial duty of the HR department to choose the right person for the right job at the right time to fulfill the needs of the organization **(Abdullah & Othman, 2019).** It is the most significant and first step towards achieving a competitive edge in Human Resource Management. It is comprised of a sequential process of creating a pool of candidates by encouraging them to apply for an anticipated or actual vacant vacancy **(Hamza et al., 2021).** Moreover, Selection is the process of choosing the right candidate by interviewing or evaluating him/her according to the needs of the job to be done, and who can carry out the functions of the job successfully **(Prabhu et al., 2020).** The right person for the right job at the right time is the main motive of selection and so is of Human Resource management of an organization **(Anwar & Shukur, 2015).** The process of selection begins just after the recruitment and it bifurcates the candidates into two partitions those who will be offered the job and others who won't. At this point of time, undesirable candidates are rejected on the basis of laid criteria **(Sultan et al., 2020).** Thus, this paper will focus on the particularly two HR Practices i.e., Recruitment & Selection and Training on Job Engagement in Indian Telecom Industry.

Objectives of the Study:

1. To assess the influence of Recruitment & Selection on Job Engagement.
2. To explore the impact of Training & Development on Job Engagement.

Definitions of all the three Constructs

Table 1: Training & Development

Author & Year	Definitions
Swanson & Halton (2001)	*Training and development is defined as a process of systematically developing work-related knowledge and expertise in people for the purpose of improving performance*
Kremple & Pace (2001)	*Training and development is defined as managing knowledge to develop the organization's culture, to enhance individual performance and to strengthen the organization's capability*
Armstrong (2001)	*Training is the formal and systematic modification of behavior through learning which occurs as a result of education, instruction, development and planned experience. Development is improving individual performance in their present Roles and preparing them for greater responsibilities in the future.*
Kleiman (2000)	*Training and development are planned learning experiences that teach workers how to perform their current or future jobs effectively*
McLagan (1989)	*Training and development focuses on identifying, assuring and helping develop, through planned learning, the key competencies that enable individuals to perform current or future jobs.*

Source : (Somasundaram & Egan, 2004)

Table 2: Recruitment & Selection

Author & Year	Definitions
Decenzo & Robbins (2008)	*Recruitment is the process of discovering the potential for actual or anticipated organizational vacancies.*
Price (2007)	*Recruitment and selection is the process of retrieving and attracting able applications for the purpose of employment.*
Plumbley (1985)	*It is a matching process of capacity and inclination of the candidates against the demand & rewards inherent in a given job and career pattern.*
Flippo (1984)	*Recruitment is the process of searching for prospective employees and stimulating and encouraging them to apply for jobs in the organisation*
Dale Yoder (1975)	*Recruitment is a process to discover the sources of manpower to meet the requirement of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient working force*

Table 3: Job Engagement

Author & Year	Definitions
Melanie (2014)	*"The emotional commitment employees feel towards their organization and the actions they take to ensure the organization's success; engaged employees demonstrate care, dedication, enthusiasm, accountability and result in focus".*
Inoue *et al.* (2013)	*"As a positive fulfilling work-related state of mind characterized by vigor, dedication, and absorption which can influence employee health".*
Bakker *et al.* (2011), p. 22	*"Growing consensus that engagement can be defined in terms of high levels of energy and high levels of involvement in work"*
Schaufeli *et al.* (2002), p. 74	*"Positive, fulfilling work-related state of mind that is characterized by vigor, dedication, and absorption"*
Kahn (1990), p. 694	*"The harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances"*

Empirical Review and Hypotheses Development

Relation between Recruitment & Selection and Job Engagement

Various studies have been conducted on the antecedents of Job Engagement. Studies have suggested HRM Practices such as Selection criteria and Realistic Job Previews **(Gill., 2007).** Moreover, it is also unveiled that Recruitment and Employee Engagement are positively correlated in public Jordanian Universities as well. Also. It was concluded that Recruitment strategy, Recruitment sources, Recruitment ethics, and recruitment sources quality evaluation have a positive association with the level of Job Engagement **(Alnawaiseh & Almasarweh, 2020).** On this basis, the following hypothesis is postulated.

H1: Recruitment & Selection of Employees positively influence Job Engagement.

Relation between Training & Development and Job Engagement

Various studies are available that show that training and development of personnel are significantly and positively associated with the level of engagement in an organization **(Presbitero, 2017).** It is claimed that male and female employees who have undergone training & Development programs have amplified their effectiveness & efficiency and are more engaged than the others who didn't receive them **(Ahmad, 2018).** The findings also a significant positive concatenation between Training and development and Organizational Commitment, Job Satisfaction, Advocacy, Intent to stay, Pride, and overall employee Engagement **(Jain & Khurana, 2017).** Taking the significance of training & development into consideration, the United States spent 164.2 billion dollars in the year 2012 on employees' Training & Development **(Sitzmann, 2015).**

H2: Training & Development of Employees positively impacts the Job Engagement.

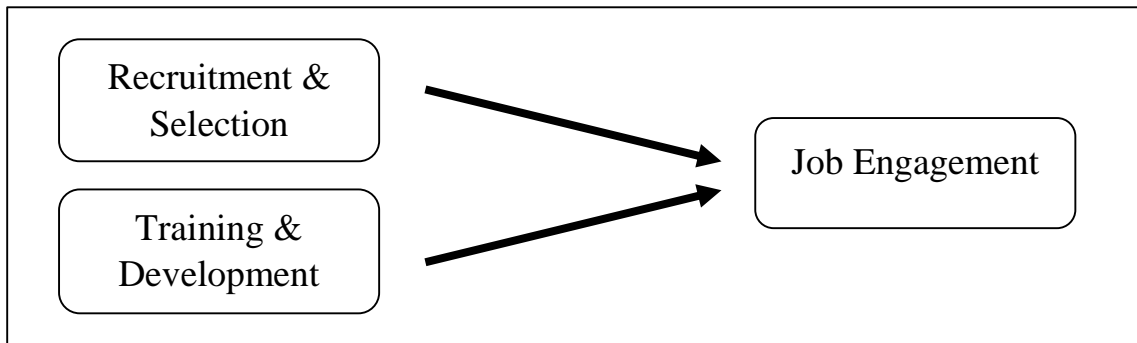On the basis of above hypothesis, following is the conceptual framework of the study.

Fig 1: Proposed framework

Material & Methods

Participants & Procedures

The present study is concerned about recruitment & selection and Training & development as significant predictors of Job Engagement in the Telecom Industry of India through an adapted questionnaire. Thus, the data collection has been done by the telecom companies in Delhi-NCR to clearly understand the proposed conceptual framework. Both the online and offline modes were used to collect the data and most of the data were obtained through personally meeting the respondents. A total of 200 data has been received. The research respondents were comprised of employees working in Mahanagar Telephone Nigam Ltd. (MTNL), Bharat Sanchar Nigam Ltd. (BSNL), Bharti Airtel Ltd. Vodafone Idea ltd., and Jio Infocomm Ltd. It included Executive and Non-Executive employees either working on a permanent and Contractual basis. Despite this, principal of voluntary participation and confidentiality has been used in the data collection process.

Based on the Survey, descriptive data indicate that 11.5%, 25%, 28%, 10.5%, and 25% of respondents were from Vodafone Idea, Bharti Airtel, Jio Infocomm, MTNL, and BSNL respectively. Out of the total, 64% were male and 36% of respondents were female. Moreover, 62.5% of employees were executive while, 37.5 were non-executive. Along with that, 37.5% of respondents were contractual and 62.5% were on permanent posts. As far as age is concerned, 29.5%, 23%, 29.5%, and 18% of respondents were below the age group of 30, 31-40 years, 41-50 years, and 51-60 years old respectively.

Measures

All three measures of Recruitment & Selection, Training & Development, and Job Engagement has been measured on 5-point Likert Scale where R&S and T&D range from 1 to 5 (Strongly Disagree to Strongly Agree). Besides, the scale ranging from 1 to 5 (Rarely to Always) has been used for Job Engagement.

- **Recruitment & Selection** has been measured by **Wright et al. (2005)** which is inclusive of four items.
- **Training & Development** has been measured through the scale of **Delery & Doty (1996)** which has five items.
- **Job Engagement** has been measured through the shortened version 9-item scale of **Schaufeli & Bakker (2006)** [Utrecht Work Engagement Scale (UWES)]. This scale includes three dimensions namely Vigor, Dedication, and Absorption containing 3-items each.

Data Analysis

Reliability Analysis

The reliability of an instrument is a crucial factor in taking a decision on whether the instrument adopted is fit for the study or not. It is measured by using Cronbach Alpha **(Creswell, 2010)** and to lie under the category of reliable and acceptable, the value should be more than 0.6. **(Nunnally & Bernstein, 1994).**

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Table 4: Reliability Analysis

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Variables	Cronbach Alpha (α)	Remarks
Recruitment & Selection (R&S)	0.836	**Very Good**
Training & Development (T&D)	0.802	**Very Good**
Job Engagement (JE)	0.860	**Very Good**

All the variables have very good reliability. It shows that these are highly acceptable and reliable.

Normality Analysis

Statistical analysis is just incomplete without the assumption of normality. Thus, the method of skewness and kurtosis have been used for the computation of normality propounded by **Hair et al (2010)** and **Byrne et al (2010).** The rule of thumb suggests that skewness should lie in between -2 to +2 and kurtosis should lie between -7 to +7 for normality to be confirmed **(Peterwatson, 2018).** The following table shows the value of minimum, maximum, Skewness and kurtosis of recruitment & selection's total score, training & development's total score, and grand score of job engagement.

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Table 5: Normality Analysis

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Variables	Minimum	Maximum	Skewness	Kurtosis
TS_R&S	1.50	5.00	-0.837	1.847
TS_T&D	1.40	5.00	-1.431	3.665
GS_JE	1.40	5.00	-1.221	6.566

All the values of skewness and kurtosis lie between -2 to +2 and -7 to +7 respectively. Thus, it can be suggested that the dataset is normally distributed.

Estimation of Common Method Bias

The problem of common method bias occurs in the case of the adoption of a common approach of response for both dependent and independent constructs. Along with this, this issue is very prevalent in survey studies and it is also highly important to control or evade this issue as it can highly impact the findings of the study **(Burton-Jones, 2009; Podsakoff et al., 2012).** In the present study, the method of Harman's single factor has been used to assess the problem of common method bias. According to the rule of thumb, this problem occurs when the value of explained variance through a single factor is found to be more than 50%. Along with that data also shows a value of the KMO test is 0.860 which is greater than 0.50. It shows The following table shows the percentage of variance.

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Table 6: Total Variance Explained

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Component	Extraction sums of squared loadings		
	Total	% of Variance	Cumulative %
1	6.627	36.816	36.816

The table shows the value of cumulative variance is 36.816 which is less than 50 percent. Hence, the data is free from bias and good for analysis.

Findings of the Study

The present study has used linear regression analysis to test the hypotheses using the appropriate software. The following table shows the model summary of regression analysis which has been used to assess the influence of recruitment & selection (R&S) of employees on Job Engagement (JE).

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Table 7: Model summary of R&S and JE

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Variables	R	R square	Durbin-Watson	F	Sig.	Unstandardized Coefficients (Beta)
DV: JE IV: R&S	0.720	0.518	1.611	212.836	0.000	0.605

The above table shows that *p=0.000<0.05*, which represents the association between Recruitment & Selection and Job Engagement is significant. The value of r (correlation value) is equal to 0.720 which represents the

strong positive correlation between both of them. Moreover, the value of r square is 0.518. it demonstrates that 51.8 percent of the variance in job engagement is explained by R & S. It concludes that recruitment & selection is a significant antecedent of job engagement. Besides this, the value of 1.611 of Durbin Watson is considered normal according to **Field (2009)**, who has postulated that the value from 1.5 to 2.5 range is contemplated as normal. Along with this, results also show that 0.605 of change in job engagement is due to the one unit change in R & S as the value of beta is 0.605. therefore, on the above basis, the ***H1: Recruitment & Selection of Employees positively influence Job Engagement is accepted.***

Table 8: Model summary of T&D and JE

Variables	R	R square	Durbin-Watson	F	Sig.	Unstandardized Coefficients (Beta)
DV: JE IV: R&S	0.778	0.605	1.765	303.819	0.000	0.691

The above table shows that *p=0.000<0.05*, which represents the association between Training & Development and Job Engagement is significant. The value of r (correlation value) is equal to 0.778 which represents the strong positive correlation between both of them. Moreover, the value of r square is 0.605. it demonstrates that 60.5 percent of the variance in job engagement is explained by T & D. It concludes that training & development is a significant antecedent of job engagement. Besides this, the value of 1.765 of Durbin Watson is considered normal according to **Field (2009)**, who has postulated that the value from 1.5 to 2.5 range is contemplated as normal. Along with this, results also show that 0.691 of change in job engagement is due to the one unit change in T & D as the value of beta is 0.691. therefore, on the above basis, the ***H2: Training & Development of Employees positively impacts Job Engagement is also accepted.***

Discussion and Conclusion

Various former researchers have conducted numerous studies on the impact of training and development on Job engagement. The current study has concluded that training & development has a significant impact on engaging the employees in Telecom Industry. Engagement and development are considered soulmates **(Srivastava, 2016)**. Moreover, it has been seen that by creating development plans and learning culture for individuals, organizations can boost the level of Engagement **(Wellins & Concelman, 2005)**. Along with this, the present paper also concludes that the Recruitment & Selection process of employees also affects the level of job engagement in the Telecom Industry. In fact, it is formerly found that systematic recruitment & selection strategies are required for an organization to succeed as these outline its overall management. An example of Mathrubhumi Printing and Publishing Co. Ltd. Is considered earlier which also demonstrated that an effective arrangement of recruitment & selection leads to job engagement **(Shailashree & Shenoy, 2016)**.

Acknowledgment

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