

# Efficacy of Hiring Strategies for Mechanical Engineers in Manufacturing sector: Work Engagement, Job Satisfaction, and Turnover Intention

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**Abstract - The study aims to investigate the relationship of work-related variables (work engagement, job satisfaction, and turnover intention) among internally and externally hired employees of Manufacturing sector. Utrecht work engagement scale has been used to measure work engagement, Warr-cook-Wall scale has been used for measuring job satisfaction, and for the calculation of turnover intention Boshoff and Allen scale is used. The study is analyzed using a statistical package of social science (SPSS 21.0). The reliability of the individual items was measured using Cronbach's alpha. Factor analyses are used (maximum likelihood factoring with varimax rotation). The findings reveal that there is a moderate significant association between the work-related variable and the internally hired employee who is more engaged at their work, more satisfied in their job, and have less intention to leave their organization as compared to externally hired employees.**

**Index Terms -** work engagement, job satisfaction, turnover intention, internal and external hiring, Manufacturing.

## INTRODUCTION

Employees are the human resources of the organization. They are considered as an asset of the organization who set a competitive advantage for the company. The challenge in the current time is that organizations are facing a high attrition rate. To reduce the attrition rate, organizations are focusing on work-related behavior such as job embeddedness, work engagement, job satisfaction, organizational culture, employee loyalty, and many more, to engage employees at the workplace and also to generate the sense of commitment and sense of belongingness at the workplace. This study focuses on work engagement, job

satisfaction, and turnover intention. Work engagement is the level at which the employee is engaged at their work and like their work. Work engagement leads to creativity, task performance, and satisfaction [6]. Job satisfaction is the extent to which the employee is satisfied with their work. It includes various aspects to analyze the job satisfaction such as current position with the roles and responsibility, support from the peer at the workplace, environment, and many more as identified by many researchers. Turnover intention is the intention of the employee to quit the organization. We can identify this among employees who are continuously thinking to leave the organization and exploring possibilities to do so. It is an important process of HR to hire the right person to fill up vacancies in the organization. The process of recruitment does not only mean attracting an adequate pool of applicants for the position to be hired but also analyzing which sources will be most fruitful which leads to important decisions relating to internal and external hiring. The aim of this study is to explore the influence of the method of hiring position (internal vs external hiring) on the work-related variables: work engagement, job satisfaction, and turnover intention.

## LITERATURE REVIEW

Hiring employees externally or internally has been an important topic of debate [9] among HR strategists and academicians. Internal promotion is the motivation for employees to work hard [10] as it provides an incentive to move up the hierarchy [11]. This is also challenging for internal candidates as it requires adaptation to a new job which may lead to a drop in their performance [1]. When hiring externally, this adaptation period decreases for high-performing candidates. Organizations hire such employees

from competitors in hope that their skills will enhance the performance of the organization [21]. On the other hand, internal candidates have knowledge gained in the same working environment which gives them an edge over external candidates [4]. Work engagement interplays with job satisfaction and employee loyalty and also work engagement strongly predicts employee loyalty and significantly predicts job satisfaction [28]. A high level of work engagement and support of co-worker's results in high job satisfaction and reduces employee turnover [17]. Work engagement and compensation fairness have an inverse relationship with the intent to leave the organization. Job satisfaction is the mediating effect and age plays no role in identifying the turnover intent [8]. There is a linkage between work engagement and its inference with the personal life but work interference does not disturb the turnover intention [27]. There is an inverse relationship between work engagement and turnover intention [16]. The level of job embeddedness helps to predict the work engagement of the employee towards their job in the organization [22]. The employees must be engaged in their work but should not be workaholics [3] as it will lead to stress and thereby create an intense environment to work [25]. The related concept of work engagement is job involvement, job performance, psychological state, organizational commitment, challenging work, positive environment, and outcome [26]. However, there is no direct relationship between job satisfaction and turnover intention [14]. The problem of work engagement can be minimized through efficient strategies implementation such as compensation system, job rotation, training, and development [20]. The important predictor of engagement is the job and personal resources which will make the employee more willing to put their extra efforts, be more innovative and more efficient, and effective [7]. A satisfactory work environment, career growth opportunities, and job enrichment are the prime factors behind employee engagement as this will help the employer to retain its employees [13]. Usually, there is a generalized relationship across the organization at the business unit level in terms of the work engagement and performance of the organization [12]. There is no significant difference in the organizational performance and organizational commitment whether the employees are externally hired or internally hired [13]. The result shows that the performance of the external is lower than the internal hired employees [8]. However, there is no such difference in the job satisfaction of the employees across the level but in the case of work engagement and turnover intention [2] [3], line managers have lower work engagement and higher turnover intention [15]. The millennial has a higher intention to leave the organization as compared to the older generation and also millennials feel a lack of vigor and mental health deterioration at the workplace. Further, millennials quickly lose the enthusiasm, sense of significance, and challenges at the workplace in comparison to baby boomers [19].

## MATERIAL AND METHODS

### OBJECTIVE

- To study the relationship between work engagement, job satisfaction and turnover intention among manufacturing sector employees.
- To study the impact of the method of hiring position on work engagement among manufacturing sector employees.
- To study the impact of the method of hiring on job satisfaction among manufacturing sector employees.
- To study the impact of the method of hiring position on turnover intention among manufacturing sector employees.

### SAMPLE AND PROCEDURE

Employees working in manufacturing sector, in national capital region, were considered for the study. The response was collected from 88 employees. A convenient sampling method has been adopted. Respondents comprised of 51% are male and 49% female out of which 43% were internally hired and 57% were externally hired, employees.

### INSTRUMENTS

Work engagement: the valid questionnaire developed is named the UWES (Utrecht work engagement Scale). It consists of 17 items in total which have three dimensions- vigor (6 items), dedication (5 items), and absorption (6 items). An example for vigor is like "At work, I feel like bursting with energy"; for dedication is like "My job inspires me" and for absorption is like "time flies when I am at work" at % point Likert scale.

Job Satisfaction: The 10-item scale of the Warr-cook-Wall questionnaire is used to measure the job satisfaction of the employees. Example "Are you happy with the working hours" at 5-point-Likert scale.

Turnover Intention: The three-item scale from Boshoff and Allen is used to measure turnover intention. Example "How often do you think to quit the job" at 5 points Likert scale.

Table 1: Scale used for the study

Part of scale	Construct Measure	No. of Item	Reference
Part A	Work engagement	17	Utrechtwork engagement Scale
Part B	Job satisfaction	10	Warr-cook-Wall
Part C	Turnover intention	3	Boshoff and Allen scale

### Data Analysis

The data was first entered in the statistical package of social science (SPSS 21.0). Descriptive analysis was done. The reliability of the individual items was done using Cronbach's alpha. Then factor was applied (maximum likelihood factoring with varimax rotation).

### Reliability

Alpha (Cronbach) reliability of the analysis is 0.952 which indicates the high internal consistency, based on

average inter-item correlation (Table 2). The item-wise reliability is shown in Tables 3 and 4.

**Table 2: Overall Reliability of Instruments**

Cronbach's Alpha	No of Items
0.952	30

**Table 3: Reliability Statistic of Individual Item**

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
At my work, I feel bursting with energy.	96.3864	418.309	0.65	0.95
I find the work that I do full of meaning and purpose.	96.2045	413.406	0.735	0.949
Time flies when I am working.	96.25	413.385	0.734	0.949
At my job, I feel strong and vigorous	96.3864	409.757	0.79	0.949
I am enthusiastic about my job.	96.1364	410.694	0.788	0.949
When I am working, I forget everything else around me.	96.7614	416.506	0.647	0.95
My job inspires me.	96.3636	411.108	0.744	0.949
When I get up in the morning, I feel like going to work.	96.625	416.766	0.606	0.95
I feel happy when I am working intensely.	96.0682	413.903	0.762	0.949
I am proud of the work that I do.	96.1591	411.009	0.704	0.949
I am immersed in my work.	96.3864	414.286	0.708	0.949
I can continue working for very long periods at a time	96.3182	415.3	0.696	0.95
To me, my job is challenging.	96.3068	418.284	0.62	0.95
I get carried away when I am working.	96.7159	418.16	0.644	0.95
At my job, I am very resilient, mentally.	96.2841	417.102	0.776	0.949
It is difficult to detach myself from my job	96.6023	418.058	0.696	0.95
At my work, I always persevere, even when things do not go well	96.4773	418.16	0.686	0.95
Working hours are convenient for me	96.2159	420.079	0.551	0.951
Freedom at workplace is given to me	96.2614	418.954	0.598	0.95
The lighting and other arrangements in the office are satisfactory	96.1023	417.334	0.658	0.95
I feel I have too much work to do	96.4091	419.509	0.609	0.95
I feel I'm being paid a fair amount for the work I do	96.7273	421.35	0.553	0.951
Opportunity to use my ability is given in the organization	96.3636	421.338	0.569	0.951
I feel responsible at work	96.4773	422.505	0.515	0.951
I'm recognized for my work	96.375	415.272	0.678	0.95
Colleagues and fellow workers motivate me to achieve organizational goal	96.4091	414.29	0.717	0.949
I'm overall satisfied with the job	96.25	412.282	0.776	0.949
I often think about quitting my present job	97.2841	439.723	0.148	0.954
I will probably look for a new job in the next year	97.0455	438.113	0.147	0.955
As soon as possible, I will leave the organization	97.3864	441.895	0.084	0.955

**Table 5: Factor Analysis**

FACTOR NAME	ITEMS	ROTATED FACTOR MATRIX					EIGEN VALUES	% OF VARIANCE
		FACTORS						
		1	2	3	4	5		
WORK ENGAGEMENT	At my work, I feel bursting with energy.	0.714						
	I find the work that I do full of meaning and purpose.	0.671					7.863	26.209
	Time flies when I am working	0.748						
	At my job, I feel strong and vigorous	0.666						
	I am enthusiastic about my job.	0.75						
	When I get up in the morning, I feel like going to work.	0.558						
	I feel happy when I am working intensely.	0.781						
	I can continue working for very long periods at a time	0.58						
	I get carried away when I am working.	0.423						
	At my job, I am very resilient, mentally	0.631						
	At my job, I am very resilient, mentally	0.696						
	At my work, I always persevere, even when things do not go well	0.611						
	The lighting and other arrangements in the office are satisfactory	0.629						
	When I am working, I forget everything else around me.	0.636						
ATTITUDE TOWARDS JOB	My job inspires me.	0.419					4.715	15.717
	I am proud of the work that I do.	0.775						
	I am immersed in my work	0.767						
	To me, my job is challenging	0.747						
	I feel I have too much work to do	0.762						
REWARDS & FACILITIES	Working hours are convenient for me	0.535						
	Freedom at work place is given to me	0.41					3.082	10.274
	I feel I'm being paid a fair amount for the work I do	0.749						
	Opportunity to use my ability is given in the organization	0.673						
	I feel responsible at work	0.869						
ORGANIZATION SUPPORT	I'm recognized for my work	0.427						
	Colleagues and fellow workers motivate me to achieve organizational goal	0.779						
INTENTION TO LEAVE	I'm overall satisfied with the job	0.488					2.643	8.809
	I often think about quitting my present job	0.835						
	I will probably look for a new job in the next year	0.849					2.336	7.786
	As soon as possible, I will leave the organization	0.867						

**Table 4**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.826
Bartlett's Test of Sphericity	Approx. Chi-Square	2595.263
	Df	435
	Sig.	0

**Table 6**

Model Summary									
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.213 <sup>a</sup>	0.045	-0.001	2.55278	0.045	0.983	4	83	0.422

**Table 7**

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.613	4	6.403	0.983	.422 <sup>b</sup>
	Residual	540.885	83	6.517		
	Total	566.498	87			

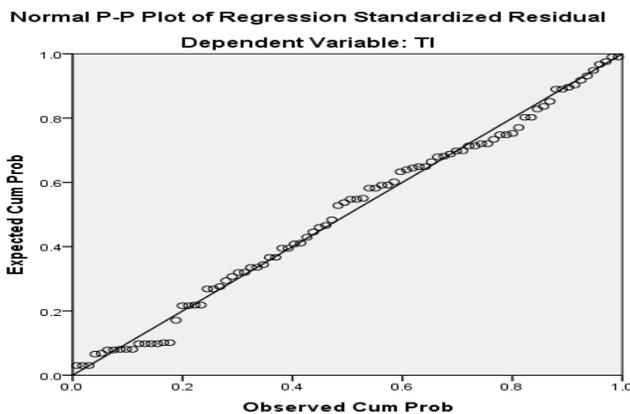
a. Dependent Variable: TI

b. Predictors: (Constant), OS, RF, ATW, WE

**Table 8**

Coefficients							
Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics		
B	Std. Error	Beta			Tolerance	VIF	
5.58	1.265		4.41	0			
0.053	0.071	0.145	0.747	0.46	0.305	3.283	
0.137	0.104	0.206	1.321	0.19	0.471	2.124	
-0.007	0.113	-0.009	-0.07	0.95	0.577	1.732	
-0.562	0.346	-0.284	-1.62	0.11	0.375	2.667	

a. Dependent Variable: TI



**Discussion**

The study aimed to find out the significant relationship between work engagement, job satisfaction, and turnover intention. According to the result, there is no significant relationship that can be observed of turnover intention with

work engagement and job satisfaction. This is contrary to the literature and may be because of the pandemic situation, where employees are having high risks of losing their jobs. Thus, the behavior which is exhibited by them is less rational or expected. Employees may have low intention to leave their job even though work engagement and satisfaction are less. However, there is a positive relationship between work engagement and job satisfaction. The employees who are internally hired are more engaged at work, satisfied with their job, and have fewer intentions to leave the organization. However, the employee who is externally hired are also well engaged with their work but less satisfied and also more intend to leave the organization comparative to externally hired employees.

**Conclusion**

The organization should focus on the internal hiring policies in the organization as their priority. The employees who are internally hired are more engaged, satisfied, and less intent to leave the organization as compared to externally hired employees. As nowadays the employee seeks career growth and if they don't see any aspect of their career growth, they tend to leave the organization. They want to grow with the organization and contribute to it. In the recent trend, every organization wants to become a high-performance organization. So right people to be placed at the right time at the right position. And also, for the externally hired employee's internal growth they must be taken care of to enhance loyalty and organization commitment. Hence, the career aspect is an important phenomenon to reduce turnover intention.

**Limitation and Future Scope**

This study is limited to the Delhi NCR region and convenient sampling is adopted. A larger population with variations in age, gender, cultural background can make the research more interesting. For the future scope, the same research can be conducted with the larger variable. the scholar can also conduct the comparison of internal and external hired employees with other work-related variables such as employee loyalty, organization commitment, job involvement, etc. Also, further research on work engagement, job satisfaction, and turnover intention can be studied in comparison with other aspects such as traditional v/s online recruited employees or different levels of employees, and many more.

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