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**EMPLOYEE ENGAGEMENT: A SMART WAY TO EMPLOYEE RETENTION
WITH REFERENCE TO CORPORATE SECTOR, CHENNAI CITY CORPORATION**

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ABSTRACT

Employee engagement engrosses various spheres of influence like learning and development, recognition and reward, work life balance and work environment, professional and personal growth and like involving employees at work, to be more dedicated to the organization: its goals and values. Employee engagement has become a benchmark for employee retention. The former turn out to be the matter of the moment as it has an edge in realizing the requirements of the employees. Engaged employees experience a better sense of camaraderie with the organization as a whole. This subsequently enhances employee retention and narrows down the possibility of turnover.

(1) Background of the study: The intent of this quantitative research was to endorse that the employee engagement will facilitate the organization in employee retention.

(2) Methods: A quantitative descriptive, non probability sampling research design was applied for this study. This was undertaken using primary and secondary data. 150 individual employees from private sector belonging to wide-ranging experience, education, designation and the like were surveyed for the purpose of data analysis and interpretation. A questionnaire with Likert five point scale was designed and distributed as a tool to proceed with the survey. The data were examined and inferred using SPSS (Statistical Package for Social Science) version 20.0. The statistical tools that include descriptive statistics like mean, standard deviation were used. Inter Correlation Analysis, Hypothesis Test Summary, Chi Square Test, Multivariate Analysis, Linear Modeling Radial Basis Function were also put in application to bring out the findings of the study.

(3) Result: The study delineated a paramount rapport between the employee engagement level with work environment, work life balance, communication, professional and the rest. The core inference of the research is that the presence of relationship between employee engagement and employee retention is witnessed. It can be interpreted that employee engagement is antecedent to employee retention and benefit the organization to minimize turnover.

(4) Conclusion: The professional growth and education plays a pivotal role in estimating the engagement level in general. Work life balance is given importance by female category towards maintaining engagement level. While, learning and development is recommended by the employees at junior and super-senior levels. In short, the top level management at any organization must make it certain that during the process of recruitment the designation and job description matches with the passion of the new entrant. This would uphold the level of engagement and retention in the organization.

Keywords: Employee engagement, employee retention, learning and development, recognition and reward, work life balance and work environment, professional growth, turnover

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1. INTRODUCTION

During the inception of the initial phase of entrepreneurial expedition the intention of human resource department was to provide organization structure and act as a means for smooth flow of business. The routine tasks notably were managing a team, workplace culture, procedures and policies and its kind. The next pace took a shape which is considered as a bare minimum functions like recruitment, payroll and performance management and so on. But these days the role of human resource department has taken a great leap from the previous said tasks to minimizing employee turnover. Here is where human resource department has gained a sensational significance towards the progression of an organization. At this juncture strategies like rewards, recognition, welfare measures, work environment, job rotation and the other contemporary concepts are on limelight. The intrinsic motive is employee engagement, which leads to employee retention. 'Employee engagement' is a wider term which encompasses the entire HR dimensions and approaches. It is one of the most prominent yardstick in assessing satisfaction level, sense of belonging, commitment level in addition to morale and motivation level of the individual employees.

Employee engagement pertain to the emotional connect between an individual employee and the organization, ensuring higher levels of performance and productivity. Retention however, connotes the capability of an organization to retain its workforce for a period of time. The latter engrosses improvising the work environment taken as a whole, while the former reflects the quality of individual's professional contribution. This research article contemplates that any organization can have and retain a healthy workforce, if it can engage them in a better possible way. To examine in a broad manner specific aspects like communication, work life balance, work environment, recognition, wellness, benefits and compensation and the like were scaled. The liaison among these sphere of influences were used to make out the overall employee engagement in corporate sector. Questions to measure employee engagement index were asked for such interpretations.

1.1.Materials and Methods

Questionnaire was used to collect the required details from the respondents for undertaking the exploratory research. The questionnaire thus structured contains demographic fields and facets to be gauged using Likert point scale. To substantiate the questionnaire pilot survey

was undertaken with ten respondents. Convenience sampling was used to collect the data from the rest 140 employees from corporate sector in Chennai city. SPSS 20.0 and Microsoft Excel 2013 were used to interpret the data collected and to obtain the conclusions.

1.2.Statistical Tools and Calculations

To explore the extent of reliance of dimensions, as mentioned earlier, SPSS 20.0 was used and descriptive statistics like frequency test, cross tabs, cluster model test, chi-square test, paired sample test and correlation were applied.

2. RESULTS

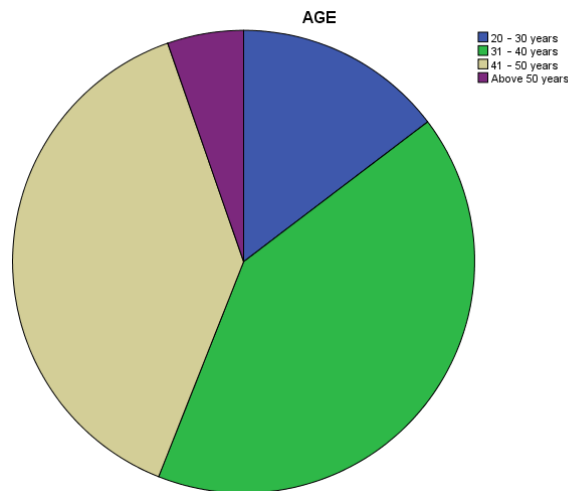
Table 1 Demographic Profile of the Respondents

Dimension	Factor Classification	No of Respondents	Frequency	Mean	Std Deviation
Age	20 – 30 years	22	22	2.35	.794
	31 – 40 years	62	62		
	41 – 50 years	58	58		
	Above 50 years	08	08		
Gender	Male	95	95	1.37	.484
	Female	55	55		
In house experience	Less than 1 year	10	10	2.40	.613
	1-5 years	70	70		
	6-10 years	70	70		
Education	UG	36	36	2.96	.664
	PG	84	84		
	Diploma	30	30		
Level in organisation	Operation	54	54	2.07	.887
	Clerical	32	32		
	Manager	64	64		

Source: Primary data

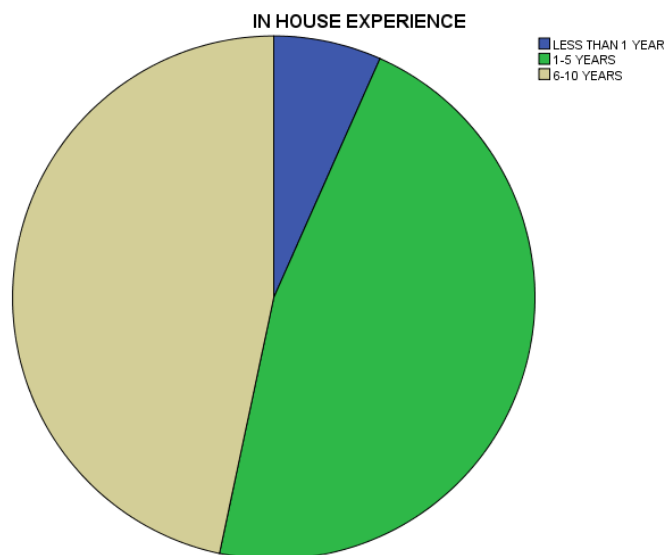
The table above is self explanatory with reference to the demographic details of the respondents. 150 responses were collected on various grounds to process and further analyze the research topic. Maximum respondents fall under male category. Most of the responses collected were from the officials designated as manager and among the whole lot 84 of them forming a major part, were post graduates.

Figure 1 Chart Representing the Classification of Respondents According to Age



The above figure depicts the age bracket that dominated which was between 31 – 40 years. There were respondents who were above the age of 50 years also.

Figure 2 Chart Representing the Respondents According to In-house Experience



The pie chart above gives a picture of the respondents experience in the same organization for years together. For the purpose of better analysis questionnaire was collected with equal number of respondents belonging to the bracket of 1-5 years and 6-10 years. The number of respondents for the said categories was 70 each.

Table 2 Descriptive Statistics and Correlation on Levels in Organization with WLB and Work Environment

Descriptive Statistics			
	Mean	Std. Deviation	N
Level in organisation	2.07	.887	150
WLB	3.93	.724	150
Work environment	3.86	.742	150

Correlation				
		LEVEL IN ORGANISA TION	WLB	WORK ENVIRONM ENT
LEVEL IN ORGANISATION	Pearson Correlation	1	.008	.208*
	Sig. (2-tailed)		.926	.011
	N	150	150	150
WLB	Pearson Correlation	.008	1	.255**
	Sig. (2-tailed)	.926		.002
	N	150	150	150
WORK ENVIRONMENT	Pearson Correlation	.208*	.255**	1
	Sig. (2-tailed)	.011	.002	
	N	150	150	150

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

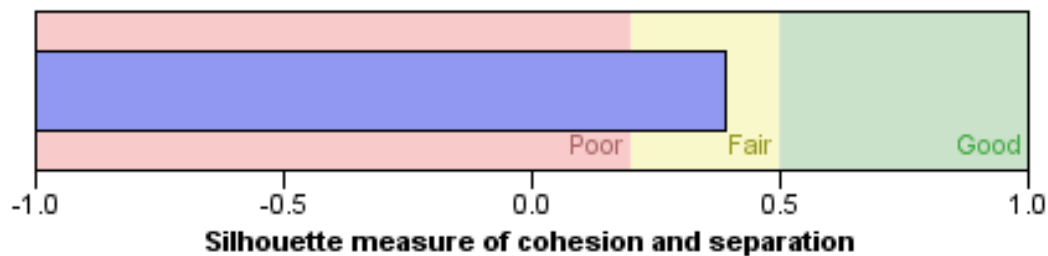
In order to analyze the effect of employee engagement over employee retention the table above was used to find out if designation and dimensions like work life balance and work environment run parallel. The table value being more than the “p” value, the null hypothesis stating that there is no correlation between levels in organization and work life balance and working environment was rejected. This clearly indicates that there is a correlation among the aforesaid dimensions. Work life balance and environment leaves an impact on the designation held by the individuals in an organization.

Table 3 Two Step Cluster Model to Identify the Interdependency of Education and Designation with Professional Growth and Recognition

Model Summary

Algorithm	TwoStep
Inputs	5
Clusters	3

Cluster Quality



The cluster model above par took the other dimensions that encourage employee engagement like growth, communication and rewards. It could be visualized that the quality has crossed the bare minimum level and reached the fair level. If certain areas towards the enhancement of human resources are intensified by the organizations, chances are more that the quality reaches maximum. This is discussed in detail in the forthcoming paragraphs.

Table 4 Frequency Table to Measure Employee Engagement Index

	D	N	A	SA
Do you feel proud to be part of the company?	2	22	94	32
How likely are you to recommend our company to your friends?	11	28	68	43
Do you look forward to coming to work each morning?		26	61	63
Do you plan to be at this company in the next two years?	12	45	60	33
Do you feel empowered at work?	1	21	99	29

The frequency table portrays the satisfaction level of employees with reference to engagement index. For every statement asked as a question, maximum responses belong to the scale of agree or strongly

agree and a meager responses fall under disagree. It is also evident that there is no responses to the category of strongly disagree.

Figure 3 Chart to Measure Employee Engagement Index

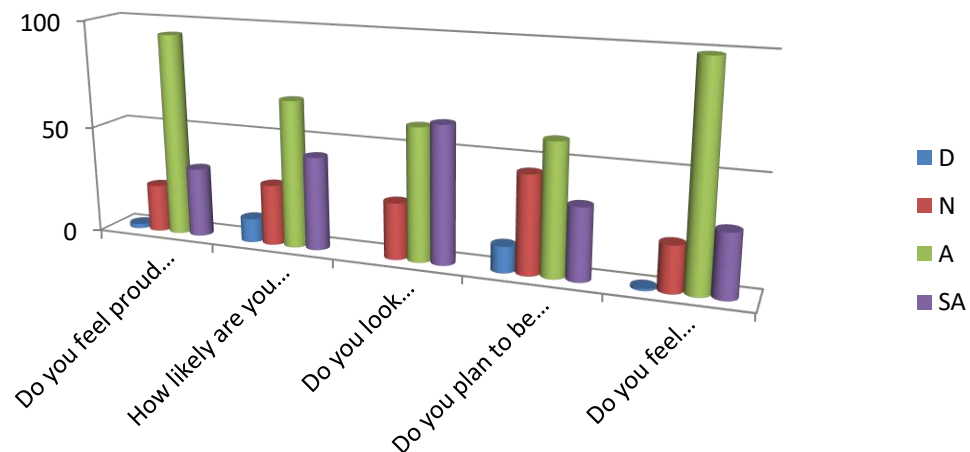


Table 5 Analysis of Factors with Levels in Organization using Non-parametric Tests

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The distribution of WLB is the same across categories of LEVEL IN ORGANISATION.	Independent-Samples Kruskal-Wallis Test	.962	Retain the null hypothesis.
2	The distribution of WORK ENVIRONMENT is the same across categories of LEVEL IN ORGANISATION.	Independent-Samples Kruskal-Wallis Test	.077	Retain the null hypothesis.
3	The distribution of WORKPLACE WELLNESS is the same across categories of LEVEL IN ORGANISATION.	Independent-Samples Kruskal-Wallis Test	.118	Retain the null hypothesis.
4	The distribution of RECOGNITION is the same across categories of LEVEL IN ORGANISATION.	Independent-Samples Kruskal-Wallis Test	.101	Retain the null hypothesis.
5	The distribution of PROFESSIONAL GROWTH is the same across categories of LEVEL IN ORGANISATION.	Independent-Samples Kruskal-Wallis Test	.136	Retain the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

The test summary over here pronounces the relationship between varieties of element of employee engagement with level in organisation. The null hypothesis (H_0) states that there exist correlation

among the components of employee engagement and levels in organization. The hypothesis test summary reveal the same that the null hypothesis can be retained.

Table 6 Analysis of Factors That Indicate Engagement Using Non-parametric Test

Hypothesis Test Summary				
	Null Hypothesis	Test	Sig.	Decision
1	The categories of HOW LIKELY ARE YOU TO RECOMMEND OUR COMPANY TO YOUR FRIENDS? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
2	The categories of DO YOU LOOK FORWARD TO COMING TO WORK EACH MORNING? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
3	The categories of DO YOU PLAN TO BE AT THIS COMPANY IN THE NEXT TWO YEARS? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
4	The categories of DO YOU FEEL EMPOWERED AT WORK? occur with equal probabilities.	One-Sample Chi-Square Test	.000	Reject the null hypothesis.
5	The distribution of DO YOU FEEL PROUD TO BE PART OF THE COMPANY? is normal with mean 4.04 and standard deviation 0.64.	One-Sample Kolmogorov-Smirnov Test	.000	Reject the null hypothesis.

Asymptotic significances are displayed. The significance level is .05.

With the help of Table 6 it could be extrapolated that the statement aforesaid operates as catalyst to indicate the level of employee engagement in an organization. The null hypothesis (H_0) testifies that, there is no correlation between the projected statements and employee engagement, which is rejected. This authorizes that there is a strong bond between all the mentioned statement and employee engagement.

Table 7 Correlation Analysis of Factors That Indicate Employee Engagement

Test Statistics					
	DO YOU FEEL PROUD TO BE PART OF THE COMPANY?	HOW LIKELY ARE YOU TO RECOMMEND OUR COMPANY TO YOUR FRIENDS?	DO YOU LOOK FORWARD TO COMING TO WORK EACH MORNING?	DO YOU PLAN TO BE AT THIS COMPANY IN THE NEXT TWO YEARS?	DO YOU FEEL EMPOWERED AT WORK?
Chi-Square	125.947 ^a	46.747 ^a	17.320 ^b	77.867 ^c	145.573 ^a
df	3	3	2	4	3
Asymp. Sig.	.000	.000	.000	.000	.000

a. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 37.5.

b. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 50.0.

c. 0 cells (0.0%) have expected frequencies less than 5. The minimum expected cell frequency is 30.0.

To validate the analysis presented under the previous table correlation test was undertaken. Table 7 apprehended a similar justification stating that there is a correlation between the statements supplied and employee engagement.

Table 8 Factor Analysis Test That Indicate Employee Engagement

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.459
Bartlett's Test of Sphericity	Approx. Chi-Square	79.641
	df	10
	Sig.	.000

The presence of interrelation between the statements with the indicators of employee engagement is inferred from the table above. This suffices the fact that there exist a correlation between the indicators and index of employee engagement as the significant value of the table is less than the p value.

Figure 4 Chart Representing Correlation among the Factors That Indicate Employee Engagement

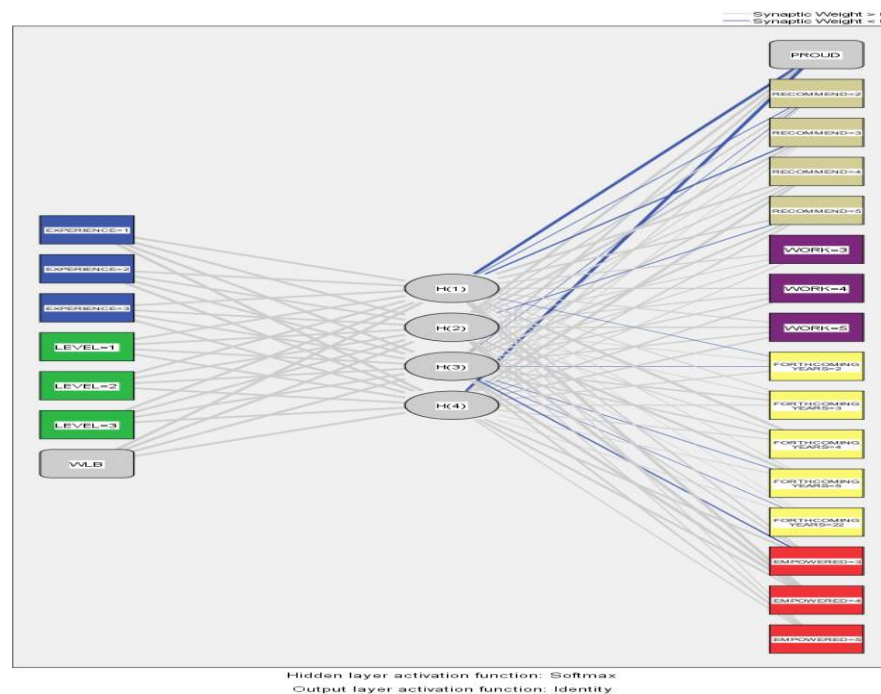


Figure 3 supports the previous tables by portraying the inter correlation and connection among the variable that are used to define employee engagement level.

3. DISCUSSION

Out of 150 respondents 64 of them forming a majority hold the title as ‘Manager’. This category was purposely selected so that the level of engagement could be easily estimated and correlate with employee retention. Table 2 provides evidence for the same and hence there is a strong bond between level in organization and the dimensions so mentioned.

The cluster model summary attests that communication, professional growth and recognition also play a critical role in estimating the engagement level. To demonstrate employee engagement question noted below were asked

- ⇒ Do you feel proud to be part of the company?
- ⇒ How likely are you to recommend our company to your friends?
- ⇒ Do you look forward to coming to work each morning?
- ⇒ Do you plan to be at this company in the next two years?
- ⇒ Do you feel empowered at work?

It was clear from the non parametric hypothesis test summary table number 6 that there exist interdependence between the above questions and employee engagement. Frequency test table 4 states that most of the respondents are satisfied and they form a major share of 94 out of 150 who feels proud to be a part of the organization, 68 of them do recommend their organization for the others while 61 are delighted to attend their work all days and 60 of them assure to stay with the organization. It was fascinating to comprehend that 99 respondents are empowered at their work out of 150.

4. FUTURE RECOMMENDATION

For the purpose of making this study exclusive in its way, stratified random sampling method can be espoused. The respondents for this research are categorized under various parameters related to demographic profile where, they may also be classified with respect to nature of the industry

and the area of specialization for future study. The future research may include the retired professionals also, as there are chances that the said individuals can facilitate with their ideas through their experience out of which conclusion can be ratified.

5. CONCLUSION

The end result of the study uncovered facts that employees falling in the age bracket of 31 – 40 years seemed to be satisfied and engaged than the other three categories. The reason for not satisfied or yet to attain satisfaction is due to the fear of change that takes place for various reasons. This can be addressed through scheduling of learning and development. The male category shows a high engagement level than the female. This is because the work life balance is yet to achieve its height where organization may plan for compensatory off than overtime allowance, advocate crèche and so on to strike the balance. Most of the respondents are post graduate and among them some have a belief that their professional growth does not match with their qualification and experience. For them, the chief reason of pursuing higher education is to achieve a growth, which is not witnessed in a near future. Here again, the top management should plan either for job rotation or job enhancement. If organisation can probe into the channels and ways of communication and focus more on hiring candidates identifying their passion, engagement level of an employee would be high, recommending high level of retention in any organization.

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