

Role of Employee Engagement in Employee Retention: A Quantitative Study

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Abstract

Employee retention has been linked closely to employee engagement, which is important for fostering a positive work atmosphere, fostering a feeling of belonging, and boosting job satisfaction. In a variety of organizations, the goal of the quantitative research could be to examine the connection between engaging employees and their retention. According to turnover intentions and actual turnover, the research examines the connection between engagement and holding their jobs. The research also looks at how organizational commitment and work satisfaction may play an arbitrary factor in the connections between employee engagement and retention. According to the findings, there is a strong favourable connection between engagement and retention. The results of this research have significant ramifications for businesses trying to increase employee retention. Organizations can create a more positive work environment and boost employee satisfaction, which will ultimately result in higher levels of retention, by investing in initiatives that foster employee engagement, such as training and development programs, recognition and rewards, and open communication channels.

Keywords: *Employee Engagement, Employee Retention, Satisfaction on the Job, Commitment to Organisations, Intention for Turnover*

Introduction

Employee engagement and retention are two critical components of organizational success. Within the contemporary, and extremely competitive business environment, it is imperative for every organisation to retain their top talent to remain competitive and achieve sustainable growth. Employee engagement is a vital factor that contributes significantly to employee retention, as it creates a positive work environment and fosters a sense of belonging among

employees. Therefore, understanding the characteristics of employee engagement in less turnover is crucial for organizations to develop effective strategies to retain their top performers.

Given the relevance of employee engagement and subsequently less turnover, it is not surprising that many organizations have implemented various initiatives to improve these areas. However, despite the attention given to these topics, there yet exists a clear insufficiency of empirical evidence on the specific factors that influence employee engagement and retention in different industries. This quantitative research looked at the connection between employee engagement and retention across a range of sectors, including technology, finance, and healthcare. The research also looked at how organizational commitment, turnover intention, and work satisfaction affected employee retention.

Employee commitment to both their job and the organization is referred to as employee engagement. It gauges how emotionally invested workers are in their work and how much they feel valued and respected by their employer. According to research, motivated workers are more productive, perform better on the job, and are more apt to stick with their company. Therefore, companies cannot afford to ignore employee engagement as a critical component of talent management. On the other hand, the company's potential to retain its workers is called employee retention. A company's bottom line may suffer from high employee turnover rates as a result of the higher expenses of hiring, training, and lost productivity. Therefore, it is crucial for businesses to put strategies in place to keep their best employees.

By examining the link between employee engagement and retention in various industries, this research sought to close a gap in the literature. The results of this study can offer insightful advice to businesses seeking to enhance their talent management plans and keep their best workers. The overall goal of the research is to build on to the increasing body of knowledge on employee engagement and retention while also offering useful recommendations for businesses looking to increase employee retention rates.

Literature Review

Since it has been suggested that engagement may have a positive influence on employee turnover, organizations looking to increase employee retention are very interested in the subject

of employee engagement. The aim of this literature review is to analyse the role of employee engagement in employee retention through a quantitative study.

Engagement of the workers within the workplace has a significant constructive influence on employee retention, according to research by Macey and Schneider (2008). They discovered that motivated workers have a stronger sense of loyalty to their company and are less likely to quit their employment on their own. In a related meta-analysis, Harter et al. (2002) discovered a strong connection between employee participation and retention, with involved workers being less likely to leave their jobs even during challenging economic times.

Employee engagement significantly influences turnover plans, according to a study by Saks (2006). According to the research, motivated workers are more dedicated to their employers and are less likely to think about leaving their positions. Towers Watson's (2012) research, which discovered that organisations with higher stats of employee engagement have lesser turnover levels, lends credence to this. The study discovered that motivated workers stay with their current employers and recommend the business as a desirable location to work.

Rich et al. (2010) found in their study that worker motivation has an optimistic influence on non-resignation in healthcare organizations. It was found that many workers choose to continue with their current employers, which is particularly important in healthcare where turnover can have negative consequences for patient care. Employees working in medicine are harder to engage since their work commonly revolves around injuries and other gore issues. In such a case, employee engagement is important through various drives in hospitals, ability to give them access to other recreational activities, and more initiatives like this.

Many organizations have been interested in the topic of employee engagement because it is believed to have a big effect on employee retention. According to a study of the literature, employee engagement and retention are positively correlated. Employee engagement is a crucial element in predicting employee turnover, according to a study by Meyer and Smith from 2000. According to the research, employees who were engaged at work were less likely to leave their positions than those who were not. The inversely proportional relationship between the two was investigated in this case, showing that work engagement results in fewer people quitting their jobs or quitting altogether. Employee motivation is more optimistically related to

work performance, job satisfaction, and reduced levels of turnover in a meta-analysis by Bakker et al. (2010). In this research, in contrast to the previous one, they looked at the proportional relationship between involving employees in their work and the subsequent interest in it and the level of satisfaction it produces. This implied that as employee engagement increased, work satisfaction followed suit.

Higher levels of employee involvement were linked to lower levels of turnover plans, according to a 2005 study by Shaw et al. According to the study's findings, workers who were more invested in their jobs were less apt to quit. Similarly, work engagement was found to have a substantial effect on the levels of their commitment to work and organizational commitment in research by Salanova et al. (2005), which in turn reduced intentions to leave the company. This is a good thing because it shows that motivating employees at work can significantly improve their ability to look forward to going to work. As a result, there are fewer mental disorders, less depression, and even fewer resignations. Finally, research by Schaufeli et al. (2006) discovered that work motivation was inversely correlated with turnover intentions and favorably connected with job liking and their commitment to various companies. Similar to the previous research, this one examines the relationship quantitatively as opposed to only using qualitative metrics.

Work engagement was discovered to be a significant predictor of employee retention in research by Breevaart, Bakker, Demerouti, and Derks (2015). According to the research, highly engaged workers were more likely to stay with their companies than disengaged ones. Employee involvement is a key consideration for businesses trying to keep their staff. According to research, employees who are more committed to their jobs are relatively unlikely to leave their positions and are more likely to stick with their companies over the long term. Employee retention may be further impacted by employee engagement, which has been related to other significant outcomes like work satisfaction and organizational commitment.

By giving workers the chance to contribute to decision-making, recognizing and rewarding their efforts, and fostering a supportive workplace culture that encourages open communication and feedback, organizations can increase employee engagement. Organizations can build a

culture of dedication and loyalty by investing in employee involvement, which can result in higher productivity and organizational success.

It is crucial to understand that there is no one-size-fits-all approach to employee engagement and that various tactics may be effective for various groups of workers and companies. Businesses must be prepared to modify their engagement strategies to meet the particular requirements and desires of their personnel. Additionally, businesses should routinely evaluate their employee engagement initiatives to make sure they are successful and satisfying the needs of their workforce. The organization can use a wide range of scales and tests to understand where they should be improving employee engagement and where the workers are, on average, more engaged.

Employee engagement was found to be favorably correlated with job satisfaction and organizational commitment, both of which are significant predictors of employee retention, in subsequent research by Fournier, Mitchell, and Hagtvvet (2012). Here, organizational commitment is crucial because employee engagement requires more than just remaining in one's present position. It also requires active participation. Similarly, Shuck and Reio (2014) found that employee engagement was positively related to organizational citizenship behaviors, which are behaviors that go above and beyond what is expected of an employee and are related to increased retention rates. It is important to understand that organisational citizenship behaviours refer to one's ability to look at the workplace as something that they are citizens of, are placeholders of. A feeling of familiarity and solidarity is equally important.

Groupthink is an equally destructive force in terms of organisations that function best on employee engagement. There is a possibility of less stimulation of employees being a factor for many employees feeling the same about a job division. To reduce the levels of groupthink, organisations must take effective responsibility to stop the job resentment levels from snowballing.

Most of the research points to a beneficial relationship between employee involvement and employee retention. Employees who are carefully motivated to work can perform well, have a stronger connection to their company, and are unlikely to resign from their employment voluntarily. The results of these studies show how crucial it is to concentrate on employee

engagement in order to keep workers, particularly during trying times. In order to increase employee engagement and promote a sense of dedication and loyalty among their workforce, organizations should work to create a positive work environment.

Conclusion

In conclusion, the literature suggests that employee engagement plays a critical role in employee retention. A few studies have found a significant negative correlation between employee engagement and turnover intentions, with engaged employees being more likely to remain committed to their organizations over time. Additionally, employee engagement has been linked to other imperative outcomes, such as job satisfaction and organizational commitment, which can further influence employee retention.

To foster employee engagement, organizations can provide opportunities for employee participation and recognition, and create a positive work environment that promotes open communication and feedback. However, it is important to note that engagement strategies should be tailored to fit the unique needs and preferences of individual employees and organizations. Ultimately, investing in employee engagement can lead to improved employee retention, productivity, and organizational success. By prioritizing employee engagement, organizations can create a culture of commitment and loyalty, which can benefit both employees and the organization.

Objectives

- To explore the role played by employee engagement in employee retention.

Methodology

The present study is based on a survey conducted with a structured questionnaire. In the analysis, there were 150 participants who took part. To analyze the results, statistical techniques such as mean has been applied. The research employed a judgement sampling. The judgement criterion was minimum experience of employees i.e., 05 Years and above.

Data Analysis and Findings

Table 1 Role of employee Engagement in Employee Retention

Serial No.	Statement	Mean Value
1.	Engagement in work gives security to the employees	4.22
2.	Engagement leads to satisfaction and then retention	4.19
3.	Engagement increases employee commitment	4.12
4.	Employee engagement reduces unnecessary office politics	3.78
5.	Employee engagement keeps employees away from negativity at workplace	3.82
6.	Employee engagement makes the work environment more conducive	4.00

Table 1 presents the Role of employee Engagement in Employee Retention Engagement in work gives security to the employees with mean score of 4.22 followed by Engagement leads to satisfaction and then retention (4.19), Engagement increases employee commitment (4.12), Employee engagement makes the work environment more conducive (4.00), Employee engagement keeps employees away from negativity at workplace (3.82), and Employee engagement reduces unnecessary office politics (3.78).

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