

# Employee Engagement: A Practice That Creates Endurance for Retaining Employees of Service Sector

Anurag Joshi, Sarvendu Tiwari



**Abstract:** *Employee Engagement is an essential practice that is highly valuable for every organization to get capture and retain a competitive advantage as they existing in highly competitive environment. The practice involves a matrix of several drivers of engagement including career management interventions, belongingness, intellectualness of job, reinforcement and integration from organization and autonomy that fosters employee commitment towards organizational common goals with fully involvement. Several factors as high motivation, Intense training & development modules, orientation etc. That facilitates in engaging employee with enthusiasm. Practical Implications: The paper may be useful in getting attention of employees in involving them fully in job they handled and increasing their performances and also assists organization for increasing their retention power of productive employees and sustaining advantage.*

**Key Words:** *Intellectualness of Job, psychological value, Employee Empowerment, Reinforcement, transparency.*

## I INTRODUCTION:

In the current scenario, retaining talented resources is not only a tedious job but very tough to fully capitalize their psychological values at all the tasks in which they are capable to perform. In this regard, Employee engagement is emerging as a vital practice so that an organization sustain their advantage in competitive environment and it works a major role in getting organizational success. Employee engagement not affect retention of a productive employee but assists in the employee loyalty and further more in capturing customers satisfaction and prominent values to stakeholders. To get a competitive edge, an organization refers to their human Resource to foster employee engagement and commitment towards organizational practices and preserve it as they are inevitable evidence. The term EE is defined as “A degree by which an individual ensures to discharge their duties as per his role in their establishment, by fulfilling job consistently at a long tenure they bring in establishments as an outcome of job commitment”.

Manuscript published on November 30, 2019.

\* Correspondence Author

Anurag Joshi\*, Assistant Professor: G.L.Bajaj Institute of Management and Research Greater Noida.

Sarvendu Tiwari, Assistant Professor: G.L.Bajaj Institute of Management and Research Greater Noida.

© The Authors. Published by Blue Eyes Intelligence Engineering and Sciences Publication (BEIESP). This is an [open access](https://creativecommons.org/licenses/by-nc-nd/4.0/) article under the CC-BY-NC-ND license <http://creativecommons.org/licenses/by-nc-nd/4.0/>

## II. LITERATURE REVIEW:

To conduct the research, researchers review literature pertaining to employee engagement are as follows: Nijhof & Beukhof (1998) studied the employee commitment in changing organization and found the employee commitment is very significant variable of organizational performance also good communication, less illness, active initiative and new ideas are significant variables of effective performance. Hanna, Rocky & Johnson (2000) studied the relation between operational and environmental improvement with employee involvement and the avoidance of relation. The study also shows a high correlation between operational goals, outcome of teams' and positive impact on environmental outcome.

Luthans, Fred, & Peterson (2002) examined the relation between employee engagement and managers' self-efficiency and found out that both are significant variable. The study further concluded that employee engagement and managers' self-ability together effect the managers' effectiveness.

Milliman, Czaplewski & Ferguson (2003)

The study attempted to find out the relation between workplace spirituality and attitudes of employees. The study concluded that there is strong correlation between employee attitudes and workplace spirituality.

Saks Alan M (2006) studied the antecedents and consequences of employee engagement and concluded that they are based on social exchange theory. The study further found a gap between employee engagement and organizational engagements and both are predicated by organizational support.

Bhatnagar & Pawan (2007) studied the relation between talent management and employ engagement. The study found retention of employees highly dependent on organizational culture, career planning, incentives and organizational support. The organizational culture and career planning are correlated with high attrition and very limited avoidances found with employee's satisfaction, commitment and involvement.

Robertson & Cooper (2010) conducted a study on employee engagement and psychological wellbeing and found out both factors provide ample of return to the organization. Further study found selective employee engagement reflects significance of well-being with narrow commitment where as a wider employee engagement “Full Engagement” reflects well-being is mutual good for individuals and organization.

Xu Jessica & Cooper (2011) studied the leaders and employee engagement relation and found leadership is key factor for employee engagement.

# Employee Engagement: A Practice That Creates Endurance for Retaining Employees of Service Sector

Further the study found support team's effectiveness and integrity have strong relation with engagement and support team was main predictor of engagement. And effective performance with integrity of leadership also enrich the employee engagement.

**Upasna, Datta & Bhargava (2016)** studied the work behaviour, turnover in mediation with employee engagement. The study found employee engagement has several implications like better communication, security of job, transparency, family friendliness, health and safety, empowerment, company ethics and standard leadership.

### III. RESEARCH METHODOLOGY

**Objectives:** The objective of this paper is to generalize about Employee Engagement and its implication on other aspects (particularly preserving employees for expected outcomes), to attain effectiveness.

1. To find out the factors that affect the employ retention.
2. To study the critical factor and its effectiveness on employ retention.

**Hypothesis**

1. There are no significant factors affecting the employ retention.
2. There are no significant critical factors for employ retention.

**Data collection and Sampling:** For this study, researchers have used primary data, secondary data and inferring previous published articles. For inference purpose more than ten research papers were referred from the academia in HR domain. Researchers consider prominent drivers highlighted in these references. For assimilating primary data, more than 400 respondents were considered through a questionnaire based on 5 point Likert scale, distributed through a link on Google Docs and through E-mail and more than 251 respondent's impressions were considered while summarising the paper.

**Statistical Tool:** Factor Analysis use to analysis the data.

### IV. ANALYSIS AND FINDINGS:

In analysis of paper employee engagement is affected by factors at organizational and individual level. At these level, impact is varying due to gap in organizational and individual perception characteristics of job, philosophies of organization etc. Employees attracts and retains in organizations which have concerns about progressive avenues mutually, individual & Organization. Environment friendliness deals with diversity issues well. Good Organizational policies and their implementation play significantly positive role in establishing a relationship among employee and organization.

Research reveals that effective organization consider an employee's contribution in success of organizational viability. Empathetic attitude of superiors confirms dedication of employee, if a manager would listen to problems and ensure feasible remedial suggestions. Employee retention is positively correlated with employee job security. The organization have to strive for accelerating the practices that keep an employee engaged for large tenure.

A factor of rationality of job is positively correlated with job satisfaction and sense of belongingness on engaged employees. Positive emotions have an affective impact on Job engagement.

Research shows that the connection between an employee's job and organizational support in terms of integration, employee empowerment, intellectualness of Job, reinforcement & importance of the job is to the firm's success, are the most important drivers of employee engagement.

**Table 4.1 KMO and Bartlett Test of Sampling Adequacy & Sphericity**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.851
Bartlett's Test of Sphericity	Approx. Chi-Square	1.88E+03
	Df	300
	Sig.	0

KMO and Bartlett's test Value in the research is very significant as KMO Value is greater than 0.6. The research indicates that various factors have a positive impact on employee engagement. Bartlett's test is also significant that showing correlations among all 25 variables.

After studying of extraction of communalities, the value of variables are significant and reason behind each variable value is greater than 0.5. The variable no. 22 has a value of .477 that is almost significant. The variable no. 20 has a value of .496 shows significance and variable no. 22 has value of .465 is close to significance.

**Table 4.1 Total variance Explained**

Total Variance Explained									
Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.5	22.0	22.04	5.5	22.0	22.04	3.6	14.4	14.40
	1	4.2	2	1	4.2	2	0.2	0.9	9
2	3.7	15.0	37.09	3.7	15.0	37.09	2.8	11.2	25.68
	64	54	6	64	54	6	19	74	4
3	1.3	5.59	42.68	1.3	5.59	42.68	2.6	10.5	36.23
	98	3	9	98	3	9	37	47	1
4	1.2	5.04	47.73	1.2	5.04	47.73	2.0	8.01	44.24
	62	7	6	62	7	6	04	4	5
5	1.0	4.39	52.12	1.0	4.39	52.12	1.6	6.56	50.80
	98	6	98	6	98	6	4	5	5
6	1.0	4.29	56.42	1.0	4.29	56.42	1.4	5.61	56.42
	74	5	1	74	5	1	04	6	1

**Table 4.3 Rotated component Matrix**

Rotated Component Matrix <sup>a</sup>						
	Component					
	1	2	3	4	5	6
S6-I have received necessary training to perform my job well.	0.719					



S5-I have essentials for performing my job effectively.	0.708					S3-My job gives me an insight for my growth	0.711				
S21-The organization provides attractive opportunities for training & development.	0.692					S2-I like my job	0.699				
S12-I received reward for my outstanding work.	0.686					S1-I understand my job	0.649				
S24-My organization cares about their employees by ensuring social assistance facilities.	0.660					S9-I feel enthusiastic and excited in my job in way that results in my growth.	0.528				
S4-I have liberty for suitable arrangement for my effective performance against my job	0.582					S18-The people I work with, take accountability and ownership for Effective Results.	0.466	0.402			
S10-My output is appraised/valued by this organization.	0.552					S19-The people I work with, treat me with respect.		0.766			
S25-My organization cares about their employees by ensuring social security facilities	0.642					S17- I and colleagues discuss frankly to the need which have to be added for effective outcomes.			0.635		
S20-The vision & goals of the organization are important to my profile.	0.584					S14-My supervisor is approachable an easy to talk to.				0.734	
S8-Many of Time, I see positive results because of my work and involvement.	0.573					S7-The performance and amount which is expected from my job, is rational.				0.675	
S22-There are opportunities to my own development in the organization.	0.569					S15-My supervisor creates a motivating & energizing work place.				0.441	
S11-I feel like I belong here.	0.562					S13-My Senior explains me to understand my job and its positive value for Enterprise.					0.687
S23-Organization solicit my opinions while designing my job that affects me also.	0.533	0.433				S16- Management sets High Expectations for our team's performance.					0.501

**Table 4.4 Summary of factor Analysis**

S.No	Factor Name	Name of Variable	Variance	% of Variance
1	F1-Employee Empowerment	S6-I have received necessary training to perform my job well.	0.719	14.409
		S5-I have essentials for performing my job effectively.	0.708	
		S21-The organization provides attractive opportunities for training & development.	0.692	
		S12-I received reward for my outstanding work.	0.686	
		S24-My organization cares about their employees by ensuring social assistance facilities.	0.66	
		S4-I have liberty for suitable arrangement for my effective performance against my job	0.582	
		S10-My output is appraised/valued by this organization.	0.552	
2	F2-Organizational Belongingness	S25-My organization cares about their employees by ensuring social security facilities	0.642	11.274
		S20-The vision & goals of the organization are important to my profile.	0.584	
		S8-Many of Time, I see positive results because of my work and involvement.	0.573	
		S22-There are opportunities to my own development in the organization.	0.569	
		S11-I feel like I belong here.	0.562	
		S23-Organization solicit my opinions while designing my job that affects me also.	0.533	
3	F3-Intellectualness of Job	S3- My job gives me an insight for my growth	0.711	10.547
		S2-I like my job	0.699	
		S1-I understand my job	0.649	
		S9-I feel enthusiastic and excited in my job in way that results in my growth.	0.528	
		S18-The people I work with, take accountability and ownership for Effective Results.	0.466	
4	F4-Employee Acknowledgement	S19-The people I work with, treat me with respect.	0.766	8.014
		S17-I and colleagues discuss frankly to the need which have to be added for effective outcomes.	0.635	
5	F5-Employee Reinforcement	S14-My supervisor is approachable an easy to talk to	0.734	6.56
		S7-The performance and amount which is expected from my job, is rational.	0.675	
		S15-My supervisor creates a motivating & energizing work place.	0.441	
6	F6-Integration	S13-My Senior explains me to understand my job and its positive value for Enterprise.	0.687	5.616
		S16-Management sets High Expectations for our team's performance.	0.501	

In Rotated Component Matrix, the study found six factors ie.

**F1: Employee Empowerment** that comprises the condition in which an individual believes that he was considered to initiate and supported by organization to perform his job better and provide necessary support & giving some liberty so they may be best fit in the job demands.

**F2: Organizational Belongingness** refers that organization creates an environment at workplace so that an individual treat him second to home and accordingly do double care in discharging his duties well.

**F3: Intellectualness of job** is concerned with involvement of an individual in purposeful job in which the personal growth will justifiable and consequently he become motivated in handling the challenging tasks.

**F4: Employee Acknowledgment:** It refers the efforts made an individuals are recognizing and appreciated by others that includes colleagues and peer group without those cooperation and psychological support an individual feel discomfort in attend the challenging conditions well at a longer time.

**F5: Employee Reinforcement** refers that a necessary support needed at the time when an individual seeks support and motivation in facing the job and its complexities.

**F6: Integration** refers the factors that connect an individual with his job and its alignment with organization vulnerability and support how the job involvement of an individual contributed in organizational turnover and vice versa. In factor analysis, variable no. 18 (The people I work with, take accountability and ownership for Effective Results) appears in factor 3 and factor 4. We relocate it into factor 3, as it is more significant with Organizational Belongingness rather than Employee Acknowledgement. Another variable no. 23 (My opinions are sought on issues that affect me & my job.) appears in factor 2 and factor 3, as it is more significant with Intellectualness of job rather than Organizational Belongingness so we relocate it into factor 2.

**Table 4.5, Component Transformation Matrix**

Component	1	2	3	4	5	6
1	.453	.602	.451	.325	.277	.217

2	.767	-.151	-.493	-.321	.124	.165
3	.324	-.204	-.116	.707	-.513	-.277
4	.025	-.575	.142	.314	.726	-.152
5	-.162	-.248	-.074	.271	-.103	.907
6	.273	-.426	.717	-.346	-.326	.057

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser

Normalization.

Table.4.6.Descriptive Statistics

	N	Mean	Std. Deviation
Fac1	251	3.7661	.41345
Fac2	251	3.1687	.42882
Fac3	251	3.5865	.37775
Fac4	251	3.5996	.43594
Fac5	251	3.6321	.40404
Fac6	251	3.8845	.38288
Valid N (listwise)	251		

**Suggestions:**

The research introduces suggestions through using approach as Integration, positive motivation, nurturing training module and radical changes that enriches job and job requirements with valued by autonomy and empowerment that creates a amicable changes in attitudes of employee in real manner. Top management shows commitment in imparting pertinent changes in the policy and that is needed for continuous improvement in overall performances.

**Improvements:**

Research have scope for further improvement by minimizing dissatisfaction through considering monetary value system and foster the unique, rare value of employee and by imparting more talent acquisition practices.

**V. CONCLUSION:**

The research indicates that employee engagement turn results in minimizing attrition and facilitates in producing innovative work related behaviour. Jobs should be redesigned by management by using career management interventions to allow employees to feel pride in their work. Employee Engagement is a steady and continuous process and cannot be accomplished by an implementing a single factor irrespective of its good quality. Organisations can improve engagement by intellectualness of job, empowerment, enhancing employee autonomy, social engagement. Enterprises have to develop culture of self-involvement, encouragement towards work & Sense of belongingness. Commitment towards transparency in employee recognition by top management, certainly make culture more vivid and open. Work related stress and personal relationships also have a positive impact on engaged employees.

**REFERENCES:**

1. AndrewaOlogbo C, Saudah. Sofianb P. (2012) Individual factors and work outcomes of employee engagement. Social and Behavioural Sciences, 40:498–508.
2. Ali C Aamir.(2013)Linking affective commitment to supervisor to work outcomes. Journal of Managerial Psychology. 28(6):606–27 15.
3. Albrecht Simon L, Manuela A. (2011) Influence of empowering leadership, empowerment and engagement on affective commitment and turnover intentions in community health service workers - test of a model. Leadership in Health Services. 24(3):228–37.
4. BhatnagarJ.(2007) Talent management strategy of employee engagement in Indian ITES employees: key to retention. Employee Relations. 29(6):640–63.
5. Dow S, Tom M, Mark R, Mel S. The Impact of reward programs on employee engagement. World at Work. 2010 Jun. 18.
6. Else B, Pascale M, Blanc L, Wilmar S. (2013)An online positive psychology intervention to promote positive emotions, self-efficacy and engagement at work. Career Development International.18(2):173–95.
7. Jyotsna B. (2008) Managing capabilities for talent engagement and pipeline development. Industrial and Commercial Training. 40(1):19–28.
8. Sakanlaya S. (2012) Is there an inverted u-shaped relationship between job demands and work engagement - the moderating role of social support. International Journalof Manpower. 33(2):178–86.
9. Sandeep, Chris R, Emma S, Katie T, Mark G. (2008) Employee Engagement Kingston Business School Working Paper. 19.
10. Vishal G,Sushil K. (2013) Impact of performance appraisal justice on employee engagement: a study of Indian professionals. Employee Relations. 35(1):61–78.
11. Wahyu AD. (2013) The relationship between employee engagement, organizational citizenship behaviour, and counterproductive work behaviour. International Journal of Business Administration.4(2):46–56. 29.

**AUTHORS PROFILE**



**Dr. Anurag Joshi** Assistant Professor: G.L.Bajaj Institute of Management and Research Greater Noida.



**Dr.Sarvendu Tiwari**, Assistant Professor: G.L.Bajaj Institute of Management and Research Greater Noida.