

Employee Engagement in Retail Sector

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Abstract: *Employee engagement is the extent to which employees feel passionate about their jobs, are committed to the organization, and put discretionary effort into their work. The main focus of this dissertation is an evaluation and measurement of employee engagement. Employee engagement is defined by Kahn as “the harnessing of organizational members’ selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performances” (Kahn, W.A. 1990). Within the literature review that is been reviewed academic as well as practitioner research relating to the subject matter of employee engagement. The researcher, in completion of the paper, utilized peer review journals, as well as internet searches in order to find up to date practitioner publications on employee engagement.*

Keywords: Employee Engagement, Retail Sector, Organization, Work Roles, Performance

1. Introduction

Employee engagement is not the same as employee satisfaction. Employee Satisfaction only indicate show happy or content your employees are. It does not address their level of motivation, involvement, or emotional commitment. For some employees, being satisfied means collecting a pay check while doing as little work as possible. When organizations focus on how to improve employee satisfaction, changes won't necessarily lead to increased performance. Often times, the conditions that make employees “satisfied” with their jobs are the same conditions that frustrate high performing employees. Top performers embrace change, search out ways to improve, and challenge the status quo. They expect all employees be held accountable for delivering results, whereas low performers avoid accountability, cling to the status quo, and resist change. Employee engagement goes beyond activities, games, and events. Employee engagement drives performance. Engaged employees look at the whole of the company and understand their purpose, where, and how they fit in. This leads to better decision-making. Organizations with an engaged work force out perform their competition. They have a higher earnings per share (EPS) and recover more quickly after recessions and financial setbacks. Engagement is a key differentiator when it comes to growth and innovation. To better understand the needs of your organization, administering an employee engagement survey is key. This is not the same as a satisfaction survey. Moreover, expectations of employees have changed. Mobile professional careers are much more common than “job for lifers”. Retention of top talent is more difficult than before. A company that has an effective employee engagement strategy and a highly engaged work force is more likely to retain top performers as well as attract new talent. Successful organizations are value-driven with employee-centric cultures. Employee engagement has received a great deal of attention in the last decade in the popular business press and among consulting firms and the practitioner community. They claim employee engagement is a new human resource practice that business organizations can use in order to cope with the uncertainty of turbulent industry conditions. However, in the academic community, the concept remains new, and therefore, the concept requires

rigorous seminal studies to validate it. Given that practical interest in work engagement has outstripped the currently available research evidence, fundamental questions, like how it can be increased and how and why it benefits individuals and organizations, still require answers. This empirical research aims to attempts to determine by introducing goal setting into the antecedents of autonomy, strategic attention and role benefit would further increase employee engagement. For future study, it will serve as mediator to increase employees’ innovative behavior. The paper looked at employee engagement and how its component parts cognitive, physical and emotional engagement measure up across the different sections of employees. The employee groupings are as follows: sales assistant, supervisor, assistant manager and manager. From a HR perspective today, engagement continues to be an important consideration. Due to the challenging economic climate, organization’s now more than ever are deciding to restructure and resize, which has resulted in organization’s investigating new approaches to maintain and increase engagement. Organization’s fight to recruit and train their talent, so they need to do their best to keep hold of it. Organizations need to strike the right balance between fostering and enhancing employee engagement levels while at the same time not compromising their competitive position.

1.1 Aim of the Study

Employee Engagement refers to the various steps involved to make employees engaged with the work. Hiring is a cumbersome process and it is really not easy to find an employee who is loyal towards the organization and looks forward towards achieving its targets. An organization must encourage the employees to stick to it for a good amount of time and contribute effectively in their respective areas. Every individual strives hard to give his hundred percent to the organization and expects the same in return. The organization must promise opportunities for further growth to all the employees and each one should foresee a bright future there. Every individual expects peace and healthy working conditions to deliver his level best. A shady background and poor financial condition of the organization are the major factors leading to unrest amongst the

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employees. No individual likes to work with an organization running into losses. A sick unit is unable to pay salaries on time making it difficult for the employees to work with it for long time. An organization must be financially stable for the employees to feel safe and secure.

1.2 Scope of the study

As we have seen that employee engagement is nothing but emotionally and positively attached of an employee towards the organization, so with the help of this project we will be able to know the degree of engagement of the employees in Infinite skills and we can study the methods to increase the engagement level in the organization which will definitely be helpful to employer as well as employees.

1.3 Need of the Study

Employee engagement is the sum total of the work place behavior demonstrated by the people. Such behavior is characterized by:

- Belief in the organization
- Drive to work to make things better
- Understanding of business context
- Respect and support for others
- Desire to learn new skill

The level of employee engagement affects key results such as sales, customer satisfaction, innovation and employee turnover, an engaged workforce is capable of delivering sustained differentiation and a significant competitive advantage.

1.4 Objective of the study

To determine whether the employee engagement behavior depends on the variables like and also to determine is there any relationship between the Independent variables.

- 1) To understand the importance of employee engagement behavior in any sector.
- 2) To identify the key variables influences the employee engagement in the organization.
- 3) To analyze the relationship between key variables and employee engagement in the organization
- 4) To analyze the relationship between the variables.
- 5) To suggest and recommend the same to the organization for the development.

1.5 Managerial Implication

Today, employees can't work much harder or longer, and now they have more choices in terms of their employment. Given the choices, the leverage has shifted from the employer to the employee. Managers and organizations should protect their back doors from hungry recruiters by learning how to focus on key employee satisfiers and dissatisfiers. Such a fundamental shift in thinking is required to counteract today's increasing turnover.

2. Literature Review

Employee Engagement refers to the ability of an organization to make its employees feel satisfied and show more of organization behavior. Employee engagement can

be represented by a simple statistic However, many consider employee retention as relating to the efforts by which employers attempt to retain employees in their workforce. In this sense, retention becomes the strategies rather than the outcome.

In a Business setting, the goal of employers is usually to decrease employee turnover thereby decreasing training costs, recruitment costs and loss of talent and organizational knowledge. By implementing lessons learned from key concepts employers can improve retention rates and decrease the associated costs of high turnover. However, this isn't always the case. Employers can seek "positive turnover" whereby they aim to maintain only those employees who they consider to be high performers, right jobs for every organization. There is no single definition of employee retention. 'Employee Engagement is all about being and 'keeping good people.' It is much to do with our culture and how we treat people.'

Natti et al (2011), Prabhakar (2011), Chughtai & Buckley Employee engagement is a management concept that determine show involved and enthusiastic an employee is on his work that he creates a positive influence on his co-workers that would further enhance the interest of their workplace. Scarlett Surveys International suggests that management is perceived to have control in shaping the attitude and emotional state of their employees and managing this perception would bring about positive experiences that can simulate the intrinsic desire for greater work performance Employee Engagement as a research is not new. Many studies were carried out in the past covering a wide spectrum of contributors and predictors.

Saks & Grumman (2011) with the latest conducted by Anaza & Rutherford in 2012. These studies were mostly concentrated in Europe and North America with a few contributions from Australia covering industries ranging from Finance, Telecommunication, Education to Medical and Tourism industries. In these studies, the authors have considered employee engagement as a process supported by a range of factors including communication, empowerment to make decision and supervisory support and not just the tangible reward factors. Saks (2006) in his research said that the Social Exchange Theory (SET) in its theoretical foundation explain the different level of engagement found in work places and organizations. In terms of Kahn's (1990) definition, the obligation by employees in involving themselves more deeply in their roles within the organization depends on the resources that they received from their organization. In this context, when the organization does not provide these resources, it is highly likely that the employees withdraw and disengage themselves from their role.

Kahn (2012), in the academic literature, employee engagement has been defined in different ways. Kahn (2012, p.694) defines personal engagement as the harnessing of organization members'selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances. Personal disengagement refers to —the uncoupling of selves from work roles; in disengagement,

people withdraw and defend themselves physically, cognitively, or emotionally during role performances (p. 694). Thus, according to Kahn (2012), engagement means to be psychologically present when occupying and performing an organizational role. According to the bestselling book, *First, Break All the Rules*, which first compiled the results from the Gallup organization's program of research on engagement, fewer than one in every five workers is actively engaged.

(Buckingham 2012). Britt, Adler, and Barton (2013) found that engagement in meaningful work can lead to perceived benefits from the work. Other research using a different measure of engagement (i.e. involvement and enthusiasm) has linked it to such variables as employee turnover, customer satisfaction—loyalty, safety, and to some degree, productivity and profitability criteria (Harter, Schmidt, & Hayes 2012). Thus, there are practical reasons that managers and researchers of organizations should be concerned with employees' engagement in work.

Nelson & Simmons (2013) engagement has been defined more completely as when employees feel positive emotions toward their work, find their work to be personally meaningful, consider their workload to be manageable, and have hope about the future of their work (Nelson & Simmons 2003). The findings of studies conducted to create measurement tools in this area have further refined its definition to include a three-dimensional concept of work engagement (May, Gilson, & Harter 2004). The three factors include a physical component (e.g. I exert a lot of energy performing my job), an emotional component (e.g., I really put my heart into my job), and a cognitive component (e.g., Performing my job is so absorbing that I forget about everything else). Most often it has been defined as emotional and intellectual commitment to the organization (Baumruk 2004; Richman 2006; Shaw 2005) or the amount of discretionary effort exhibited by employees in their jobs (Frank et al. 2004).

Maslach et al. (2014). Researchers in burnout define employee engagement as the opposite or positive antithesis of burnout.

Engagement is characterized by energy, involvement, and efficacy, which are the direct opposite of the three burnout dimensions of exhaustion, cynicism, and inefficacy. Employee engagement predicts employee outcomes, organizational success, and financial performance (Bates 2004; Baumruk 2004; Harter et al. 2002; Richman 2006). However, it has also been reported that employee engagement is on the decline and there is a deepening disengagement among employees today (Bates 2004; Richman 2006). About half of all Americans in the workforce, are not fully engaged or they are disengaged, leading to what has been referred to as a —engagement gap (Bates 2004; Johnson 2004; Kowalski 2003). Based on the review and findings, suggestions are provided for how engagement can be improved through adopting certain kinds of workplace behavioral practices and how providers of workplace services can take advantage of these opportunities.

Harter, Schmidt, & Keyes 2013; Harter & Schmidt 2015, Most efforts to measure engagement have been at the level of the individual worker. These individual-level scores can be aggregated to measure engagement at the organizational or work group level as well. Leading international business consulting companies have developed their own proprietary survey tools and processes for measuring work engagement that address similar themes. One of the most popular approaches in this area comes from the Gallup Organization Results of this work have yielded a 12-item Gallup Workplace Audit. Sample items include here is someone at work who encourages my development. "At work, my opinions seem to count. This last year, I have had opportunities at work to learn and grow.

Gebauer & Lowman (2018), Studies by the Gallup Organization showed that about 20% of U.S. employees are disengaged, 54% are neutral about their work, and 26% are actively engaged (Fleming, Coffman, & Harter 2018). The most comprehensive studies in this area were done by Towers Perrin in the results of this study have been compiled in a book (The survey used data collected from more than 85,000 employees from 16 countries. This study found that overall, 24% of employees worldwide were disengaged, 62% of employees were moderately engaged, and only 14% of employees were considered to be highly engaged (Towers Perrin 2006). This study also showed a wide range between different countries, in the percentage of their workforce who were highly engaged, with Mexico (40%) and Brazil (31%) being on the high end, the United States (21%) and Canada (17%) in the middle, and Europe (11%) and Asia (7%) at the low end. The wide range in engagement level across countries suggests that examining cross-cultural differences in employee engagement is an opportunity for further research.

2.1. Research Gap

Much of the research on employee engagement has been carried out by practitioners due to a gap in the academic literature on the topic. Research practitioners such as the Corporate Leadership Council, Perrins and the ISR have carried out quantitative and qualitative research globally across industry, gender and pay.

- 1) The interaction of the three elements of the ISR model of think, feel and act can lead to the generation and sustainment of employee engagement. The act element is seen as the most important, due to the fact that it is based on the actual as opposed to intended behaviors of the employee.
- 2) Employee engagement levels are a strong determinant of whether employees are productive and remain with the organization or are actively disengaged and may move out of the organizations.

HR in conjunction with the management team need to implement a strategy which will result in the generation of positive effective managers and 25 Employees, which are reinforced by appropriate work place policies and practices in order to facilitate employee well-being in the form of a healthy work life balance. The manager of the staff is the ultimate employee engagement driver.

2.2 Statement of the Problem

The problem statement was that – they only focused in sales organization, the result presented was only with respect to sales organization. Only focusing on sales organization might not give reliable results. The study would have conducted on all departments, not on just sales department. If the study was conducted with other departments too then the result would have given some closer view in understanding employee behavior and to the engagement behavior of the employees.

3. Research Methodology

Type of research practiced in this research is a quantitative research with explanative method. The reason the use of the explanative method to identify and examine relationships between variables that can make generalizations that clarify the description near the object of inquiry. Independent variables in this study are Empowerment (X1), Commitment (X2), Productivity (X3), Recognition (X4), Rewards (X5) and then the Employee Engagement (Y) of an employee as the dependent variable

3.1 Objectives of the study

To determine whether the employee engagement behavior depends on the variables like and also to determine is there any relationship between the Independent variables.

- 1) To understand the importance of employee engagement behavior in any sector.
- 2) To identify the key variables influences the employee engagement in the organization.
- 3) To analyze the relationship between key variables and employee engagement in the organization
- 4) To analyze the relationship between the variables.
- 5) To suggest and recommend the same to the organization for the development

3.2 Methodology

The study aims to explore the dimensions of employee willingness to stay in organization and find out its important determinants. The population for this study comprise of employees working in the organized retail stores at Mysore City. The retail store operates whole day and all 7 days of the week, the branches of retail stores is being originated in many cities in the country. Hence for the study we have chosen the region Mysore district.

3.3 Sampling Technique

Convenience sampling technique was used to select a sample size of 64 employees who were available at the time of data collection to gather data since it was not possible to build one-to-one rapport with all the employees. The data has been gathered from the bottom and middle level employees, where attrition rate is highest. Convenience sampling technique was used because the respondents that is been considered were available and in their idle time hence this technique was found more suitable and appropriate. Information was gathered through questionnaire that was administered to the same sample of 63 employees and their

responses were collected. With the conditional assistance of various associates, data was collected comfortably from the respondents working in the industry. A primary data was collected by using 30 questionnaires which were given to respondents by using goggle forms and collected their responses.

3.4 Instrument

A questionnaire was intricately designed to tap the factors that are expected to be present in the organization, job and individual for staying in an organization. The instrument was divided into 6 parts. Part1 gathered information about the personal profile of the respondents which included their age, gender, education, marital status, and tenure. Part 2 consisted of questions about their Empowerment. Part 3 consisted of questions about their Commitment, Part 4 consisted of questions about Productivity. Part 5 Consists questionnaire about their Recognition. Part 6 consisted of questions about their Rewards paid to the employees. Part 7 aimed at knowing the factors that may influence the employee's engagement for their sustenance in an organization. The basic idea was to measure the degree to which certain characteristics were expected to be present that would help them to sustain in their current job. And last of all, willingness to stay with the organizations.

3.5 Scope of the study

As we have seen that employee engagement is all about emotionally and positively attachment of an employee towards the organization, so with the help of this project we will be able to know the workplace involvement of employees and to study the organization culture of employees in bailey.

3.6 Limitation of Research

- Only few independent variables were considered in this study, although we can contribute with the other independent variables considered
- Survey collected only 63 respondents which was covered the small amount of employees in retail sector.

3.7 Conceptual Model

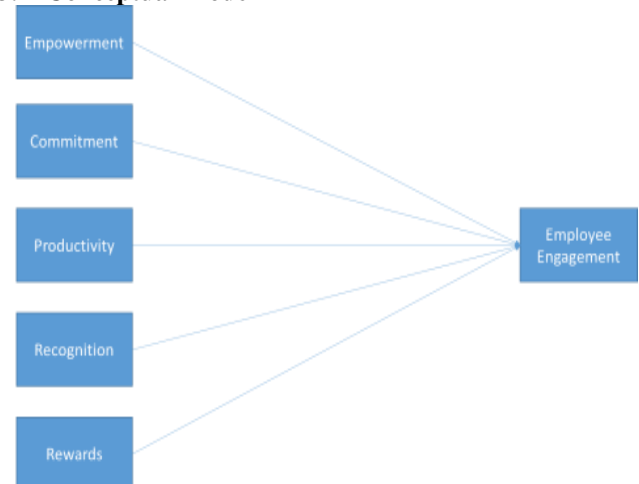


Figure 1: Conceptual Model of Variables investigated for the Study

Figure 1 explains the variables that are been investigated in this study which are based on the literature reviews that have been done earlier. Variable ‘Employee Engagement’ has been considered as the proxy variable (dependent variable) to study the Employee Engagement. And the variables such as Empowerment, Commitment, Productivity, Rewards and Recognition were considered as the independent variables that are been investigated in this study. Dimensions used under each respective variable were included in the questionnaire to understand the perceptions of the respondents chosen as the sample.

3.8 Hypothesis

Based on the study and literature review, following hypotheses are being formulated.

H0: Empowerment have no significant relationship with Employee Engagement.

H1: Empowerment have a significant relationship with Employee Engagement.

H0: Commitment have no significant relationship with Employee Engagement.

H2: Commitment have a significant relationship with Employee Engagement.

H0: Productivity have no significant relationship with Employee Engagement.

H3: Productivity have a significant relationship with Employee Engagement.

H0: Recognition have no significant relationship with Employee Engagement.

H4: Recognition have a significant relationship with Employee Engagement.

H0: Rewards have no significant relationship with Employee Engagement

H5: Rewards have a significant relationship with Employee Engagement

4. Calculations and Analysis

4.1 Introduction

Data collection is the systematic recording of information; data analysis involves working to uncover patterns and trends in data sets; data interpretation involves explaining those patterns and trends. Analyzing survey data is an important and exciting step in the survey process. It is the time that you may reveal important facts about your customers, uncover trends that you might not otherwise have known existed, or provide irrefutable facts to support your plans. By doing in-depth data comparisons, you can begin to identify relationships between various data that will help you understand more about your respondents, and guide you towards better decisions.

4.2 Descriptive Statistics

Table 1: Descriptive Statistics of all the factors

	N	Mean	Std. Deviation	Variance	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
EA1	63	2.9048	1.07335	1.152	.195	.302	-.559	.595
EA2	63	3.9683	.89746	.805	-.766	.302	.724	.595
EA3	63	2.9524	.95763	.917	.553	.302	-.324	.595
EA4	63	3.9206	.88539	.784	-.850	.302	1.011	.595
EA5	63	4.0952	.87463	.765	-1.086	.302	1.647	.595
EA6	63	2.7460	1.33160	1.773	.147	.302	-1.273	.595
EC1	63	4.3175	.75830	.575	-.839	.302	.057	.595
EC2	63	4.032	.8975	.805	-.340	.302	-1.081	.595
EC3	63	4.1587	1.05044	1.103	-1.277	.302	1.169	.595
EC4	63	3.8730	.95870	.919	-.532	.302	-.581	.595
EC5	63	4.3333	.76200	.581	-1.104	.302	1.136	.595
EC6	63	3.9524	.95763	.917	-.927	.302	.629	.595
REB1	63	4.0794	.92111	.848	-1.184	.302	1.506	.595
REB2	63	3.8413	1.01927	1.039	-.237	.302	-1.198	.595
REB3	63	3.1746	.85269	.727	-.187	.302	-.477	.595
REB4	63	3.1746	.79392	.630	-.127	.302	1.163	.595
REB5	63	3.6508	1.03423	1.070	-.419	.302	-.206	.595
REB6	63	3.3175	1.08992	1.188	-.131	.302	-.888	.595
PB1	63	3.3810	.90569	.820	.233	.302	-.654	.595
PB2	63	3.3175	.89489	.801	.016	.302	-.146	.595
PB3	63	3.2540	.89746	.805	.159	.302	-.757	.595
PB4	63	3.6349	.84818	.719	-.357	.302	-.366	.595
PB5	63	3.7302	.74501	.555	-.238	.302	-.079	.595
PB6	63	3.7143	.74981	.562	-.184	.302	-.161	.595
SI1	63	3.2540	.94984	.902	-.537	.302	.389	.595
SI2	63	2.8413	1.05044	1.103	.242	.302	-.549	.595
SI3	63	2.9048	.96243	.926	-.029	.302	-.038	.595
SI4	63	4.4286	.81744	.668	-1.867	.302	4.576	.595
SI5	63	3.6190	.79166	.627	-.004	.302	-.406	.595
SI6	63	2.8095	.96482	.931	-.159	.302	-.099	.595
BI1	63	3.7778	.97459	.950	-.613	.302	-.036	.595

BI2	63	3.4921	1.07573	1.157	-.380	.302	-.935	.595
BI3	63	3.3810	.99074	.982	-.326	.302	-.335	.595
BI4	63	3.0476	.97432	.949	.335	.302	-.654	.595
BI5	63	3.0952	.97904	.959	-.196	.302	-.579	.595
BI6	63	3.1746	.75219	.566	-.537	.302	1.073	.595
Valid N (listwise)	63							

Descriptive Statistics

A descriptive statistic is a summary statistic that quantitatively describes or summarizes features of a collection of information, while descriptive statistics in the mass noun sense is the process of using and analyzing those statistics.

Skewness: skewness tells you the amount and direction of skew (departure from horizontal symmetry). The skewness value can be positive or negative, or even undefined. If skewness is 0, the data are perfectly symmetric, if skewness is less than -1 or greater than 1, the distribution is highly skewed, if skewness is between -1 and -0.5 or between 0.5 and 1 the distribution is moderately skewed. If skewness is between -0.5 and 0.5 the distribution is approximately symmetric. It measures the degree and direction of asymmetry.

From the above table the many factors are negatively skewed. Hence the data is skewed to left. This means the mean is less than mode, median is less than mode.

Kurtosis: The closer the kurtosis value to zero, the more normal the distribution of scores. A distribution is more Leptokurtic (peaked) when the kurtosis value is a large positive value as the item from the table (5.271 point of view) as the value of kurtosis, and a distribution is more Platykurtic (flat) when the kurtosis value is a large negative value (interpret -1.980).

4.3 Factor Analysis of Dependent and Independent Variables

1) Dependent Variable: Employee Engagement

a) KMO and Bartlett's Test

Table 2: KMO and Bartlett's Test of Dependent variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.613
Approx. Chi-Square	84.441
Bartlett's Test of Sphericity	Df 15 Sig. .000

2) Independent Variables

b) KMO and Bartlett's Test

Table 3: KMO and Bartlett's Test of Independent variable

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.	.613
Approx. Chi-Square	84.441
Bartlett's Test of Sphericity	Df 15 Sig. .000

a) Rotated Component Matrix

Table 3: Rotated Component Matrix

	Component				
	1	2	3	4	5
PB1	.737				
PB5	.715				
SI6	.711				
PB2	.697				
SI5	.653				
EA1	.618				
PB6	.564				
PB4	.545				
EC5		.755			
SI4		.674			
EC1		.644			
EA2		.608			
EC4		.597			
EC3		.578			
REB1		.574			
EC2		.531			
REB5		.483			
REB2			.684		
SI2			.664		
EA5			.621		
REB6			.551		
SI1			.476		
REB3				.790	
PB3				.785	
EA6				.544	
EA3					.658
EA4					.592
REB4					.576

4.3 Reliability test of Dependent and Independent Variable.

4.3.1 Dependent Variable

Table 5: Reliability results of Dependent variable, Employee Engagement

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.714	.719	6

4.3.2 Independent Variable

a) Empowerment

Table 6: Reliability results of Independent Variable, Empowerment

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.518	.519	3

b) Recognition

Table 7: Reliability results of Independent Variable, Recognition

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.832	.837	9

c) Commitment

Table 8: Reliability results of Independent Variable, Commitment

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.609	.664	3

d) Rewards

Table 9: Reliability results of Independent Variable, Rewards

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.857	.864	8

e) Productivity

Table 10: Reliability results of Independent Variable, Productivity

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.780	.778	5

5. Results and Findings

5.1 To determine whether there is a relationship between Independent and the Dependent variable by using Regression Analysis

Table 11: Regression Coefficient table of Empowerment with Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.001E-013	.126		.000	1.000
1 Empowerment	.112	.127	.112	.878	.007

a. Dependent Variable: Employee Engagement
H1: From the above table we can see that the significance

value of 0.007 is valid to state that Empowerment have a significant relationship with Employee Engagement. Hence H0 is rejected.

Table 12: Regression Coefficient table of Commitment with Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.001E-013	.126		.000	1.000
1 Commitment	.124	.127	.124	.974	.003

a. Dependent Variable: Employee Engagement
H2: From the above table we can see that the significance value of 0.003 is valid to state that Commitment have a high significant relationship with Employee Engagement. Hence H0 is rejected.

Table 13: Regression Coefficient table of Productivity with Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.001E-013	.127		.000	1.000
1 Productivity	-.012	.128	-.012	-.095	.924

a. Dependent Variable: Employee Engagement
H3: From the above table we can see that the significance value of 0.924 is valid to state that Productivity have no significant relationship with Employee Engagement. Hence H0 is accepted.

Table 14: Regression Coefficient table of Recognition with Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.002E-013	.093		.000	1.000
1 Recognition	.684	.093	.684	7.324	.000

a. Dependent Variable: Employee Engagement
H4: From the above table we can see that the significance value of 0.000 we can state that Recognition as a high significant relationship with Employee Engagement. Hence H0 is rejected.

Table 15: Regression Coefficient table of Reward with Employee Engagement

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.001E-013	.119		.000	1.000
1 Reward	.341	.120	.341	2.834	.006

a. Dependent Variable: Employee Engagement
H5: From the above table we can see that the significance value of 0.006 we can state that Reward as a high significant relationship with Employee Engagement. Hence H0 is rejected.

6. Discussion

From the study carried out to know how an organization can retain their employees and also to know what the criteria that the employees expect from the organization and fail to express and at last they turn over from the job. By this act it's a loss to both employees and the organization, hence from this study it clearly states the reason why employees tend give their best to the organization. To interpret the results based on the perception of respondents in a survey for a formulated questionnaire in this study we found that the independent variable such as Empowerment, Commitment, Recognition, Rewards were found to have a high significance relationship with the dependent variable Employee Engagement to know about this the Regression Test was used and identified the significance. On the other hand, one of the independent variable Productivity does not have any significant relationship with dependent variable Intention of an employee to stay in the organization, on the note we can say that if the employee has a mindset to show lot of engagement activities in the organization, we can say that organization had been successful to make employees work better than the requirement.

7. Conclusions

The employee engagement was a major problem in retail sector the purpose of the study was to determine relationship between the dependent variables i.e. employee engagement with the independent variables such as Empowerment, Commitment, Productivity, Recognition, Rewards. Multiples regression was used to determine the relationship between the dependent variable and independent variables. This study has established five direct causal effects:

- Empowerment is positively significant effect to the Employee Engagement.
- Commitment is positively significant effect to the Employee Engagement.
- Productivity is having no significant effect to the Employee Engagement.
- Recognition positively significant effect to the Employee Engagement.
- Reward positively significant effect to the Employee Engagement.

In conclusion, this study has given an important role to the organization i.e. retail sector is somehow to develop strategy in relation to their employee job satisfaction. Increases in the employee job satisfaction will enhance employee and organization productivity and further more decreased in expenses of hiring new employee. Higher productivity and lower company expenses will increase in company profits and also the government income in taxation.

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