

**EMPLOYEE ENGAGEMENT AND ITS INTERRELATIONSHIP WITH VARIABLES SUCH  
AS JOB SATISFACTION, MOTIVATION, COMMITMENT AND RETENTION AT  
WORKPLACE**

By

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**ABSTRACT:**

Employee engagement is the relationship between an organization and its employees. It helps in the mental and physical relation between them. These help the employees to get to know the basic objectives of the organization. The article focuses on understanding the difference between employment engagement and the variables such as work commitment, job satisfaction, and work motivation and employee retention. It also includes the types of employee engagement along with findings and surveys.

Keywords : Engagement, Relationship, Organization, Employee, Variables, Commitment, Satisfaction, Motivation, Work, Retention etc.

**INTRODUCTION:**

Employee engagement is an approach resulting in right conditions for all the members of the organization. The organization influences those members to give their best performance each day. Employee engagement is based on trust, integrity, two way commitment and communication from both the sides of the organization as well as its members.

It is a challenge for the organization today to overcome stress, power, honor etc. Nowadays there is a need for the employees to be in the state of beyond satisfaction, to influence business success, sales, customer satisfaction and others.

**HUMAN RESOURCE -**

Human resources are the people who make the organization. The HR oversees various aspects such as labor law, employee benefit etc. Human resource plays a vital role in helping companies to deal with the fast changing environment and the greater demand for quality employees. A human resources department is necessary if not critical, part of any business regardless of the organization's size. It mainly focuses on maximizing employee productivity and protecting the company from any issues

that may arise from the workforce it include compensation and benefits, recruitment, firing and keeping informed in hands with any law which way affect company and its employee.

## RETAIL INDUSTRY-

Retail markets and shops have a very ancient history, dating back to antiquity. Now retail shops have transformed into sophisticated shopping malls. Retailing involves the process of selling consumer goods or services using multiple channels of distribution and earns profit. Retailers try to satisfy the demand of the consumers.

Modern retailers usually make various decisions which include type of store, the market to be served, the optimal product assortment, customer service, supporting services and the store's overall market positioning. After the retail plan is devised, retailers make the retail mix which consists of product, price, place, promotion, personnel and presentation.

## WHAT IS EMPLOYEE ENGAGEMENT?

Employee Engagement is the level of commitment and dedication of an employee towards the organization that he or she works for. It differs from employee to employee and their workplace environment. There are various factors that affect Employee Engagement like responsibility, loyalty, incentives, commitment, duty, obligation, respect, motivation, productivity to name a few. An engaged employee is one who works hard, always has something good to say about the company, gives more time to the company and achieves more than what's expected of them. These are the expected positive outcomes that lead to higher levels of Employee Engagement. Positive Engagement level is of vital importance for an organization to maintain an edge over their competitors.

A high score in Employee Engagement Surveys leads to a better company performance. With reference to a paper by Dr.Rayaguru Kumar, Shri Mangesh Dash & Dr. B.N. Mishra on "Employee Engagement Practices in Service Sector" Employee Engagement can be divided into 3 components namely Focused Work, Interpersonal Support and Individual Value. There are a number of other factors that are included under these components.

These are: Aligned efforts with strategy: Clear and accurate decimation of information to the employees and a mutual understanding of exactly what is expected of them. Empowerment: Appropriate authority to take decisions and handle their assigned responsibilities. Teamwork: Higher degree of trust and cooperation among workgroups leads to efficient conflict management and thus rapid achievement of set goals.

Collaboration: High degree of cooperation among workgroups lead to shared trust and determination to achieve common goals. Development Plans: With ample opportunities and appropriate support that's given to the employees, they can develop progressively in their work Support and recognition: Continuous feedback on performance and recognition of individual differences on ideas, approach and opinion.

Employee Surveys are used by companies and organizations to measure the level of engagement among their employees. The attitudes or feeling of the employees can be measured using these survey tools and techniques. Improved engagement levels among employees leads to better business outcomes. Positive engagements may increase employee efforts more so than is expected. Supportive workplace climate also goes a long way in generating productive results among workgroups.

#### TYPES OF EMPLOYEE ENGAGEMENT:

Actively Engaged: Are those employees who are in sync with the vision of the company and support it by carrying out their tasks effectively. Partially Engaged: Are those employees who are dedicated and work effectively but are tempted to leave when given an offer that promises better opportunities by another firm Passively Engaged: Are those employees who are neither dedicated nor committed to their tasks.

#### DIFFERENCE BETWEEN EMPLOYEE ENGAGEMENT AND DIFFERENT VARIABLES: WORK

COMMITMENT: Work commitment is an employee's feeling of duty or obligation towards their workplace or organisation. They feel a sense of responsibility towards their work and always aim to fulfil it with the best of their ability. It is seen that a high degree of work commitment in an employee is a huge benefit for their organisation as this helps in achievement of the company's goals.

JOB SATISFACTION: Job satisfaction is an employee's level of satisfaction or contentment with his or her job. It is determined by whether the employee is happy with their current place of employment in most spheres such as workplace environment, co-workers, supervision, and nature of work among other aspects. Job Satisfaction is a determining factor in improving employee engagement levels as a satisfied employee is most lively to share and help maintain the vision of the company.

WORK MOTIVATION: Work Motivation is the additional incentives or perks that employee's get in return for their hard work. Recognition of the employee's efforts in the in the work place is very

important to encourage them to continue doing productive work for the company. This might even inspire them to become Actively engaged employees of the company

and take on more responsibility and thus get promoted.

#### EMPLOYEE RETENTION:

Employee Retention is the companies' competence in retaining or maintains its employees. Being able to retain a majority of employees generates a positive image of the organisation. The benefits and recognition that an employee gets by their employers is a contributing factor towards retaining valuable, contributing employees and avoiding turnover costs. Lack of job satisfaction, work commitment and work motivation may demotivate employees and cause low employee morale thus causing employees to look for other opportunities. Employers can improve retention rates and avoid high turnover costs by practicing employee engagement techniques.

#### EMPLOYEE ENGAGEMENT & WORK COMMITMENT:

Work commitment is a part of employee engagement whereas employee engagement is a comprehensive whole. Work commitment is normative, formative while Employee Engagement is partially engaged, actively engaged and passively engaged. Employee Engagement is complete commitment of physical, mental and emotional form whereas work commitment is solely work related. An employee who is committed to his work is an engaged employee who helps the company reach its targets.

**EMPLOYEE ENGAGEMENT AND JOB SATISFACTION** An employee can be satisfied with a job without being engaged in the job. The contentedness is only job satisfaction, and though satisfaction is generally enough to hold back employees, it's not enough to ensure output. On the other hand, employee engagement does endorse better productivity. / Referred from an paper written by

Charles Rogel: The Vice President of Products and Marketing at Decision Wise. An engaged employee is an employee who is thoroughly devoted in their work. The factors that motivate employee engagement differ from those that drive satisfaction. Engagement factors include Meaning, Autonomy, Growth, Impact, and Connection. Employee satisfaction is the base on which employee engagement can develop and prosper.

**EMPLOYEE ENGAGEMENT & EMPLOYEE RETENTION:** Employee Retention is where the employer tries to ensure that maximum employees of the organization continue working there for as

long as possible, especially if these employees are beneficial for the organization. Employee Retention is a part of Employee Engagement.

Employee Engagement is the loyalty and the feeling of duty that an employee has towards the organization that they work for. Employees who are happy in their workplace and are actively engaged continue working for the same organization if they believe in the vision of the organization.

**EMPLOYEE ENGAGEMENT & WORK MOTIVATION:** Work motivation plays a contributing role in maintaining Employee Engagement. Work Motivation is an attempt by the employer to recognize the efforts of the employee by giving them certain perks and benefits. This is to encourage the employers to continue doing good work for the company. Employee Engagement encourages productivity and motivating the employees helps in achieving this. A well-motivated employee of the organization is sure to have a positive approach towards their company and thus their engagement level is bound to increase.

## FINDINGS

**AND SURVEYS:** A survey was conducted to study employee engagement using questionnaire method. This survey was conducted in malls and stores of Mumbai Metropolitan Region such as Viviana Mall in Thane, Home Town in Vikhroli and R-City in Ghatkopar; where one employee from each store was given this questionnaire based on which the performance of these stores was evaluated.

Some of the noteworthy questions that were used in this survey are mentioned below:

\_Questions

\_Store \_

\_1. \_There are distinctive performance standards outlined for my job. \_Future Group Retail \_ \_ \_  
\_Forever 21 \_

\_2. \_I get productive feedback on my work performance.

\_Global Desi \_ \_ \_ \_Nike \_

\_3. \_Turnover is not a issue in my store. \_Zara \_ \_ \_Shoppers Stop \_ \_

4. \_I am input is valued and I am acknowledged it.\_Reliance Brands \_ \_ \_ \_Peter England \_

\_5. \_I work overtime by choice. \_Digi

World \_\_ \_\_ \_\_ Allen Solly \_\_ \_\_ Frontline employees in Future Retail and Forever 21 are clear with the performance criteria and outline for their job. Sales executives of Global Desi and Nike get constructive feedback on their performance.

Employees of Zara and Shoppers Stop think that turnover is not a problem in their store.

Sales counter staff in Reliance Brands and Peter England feel that they are given recognition for their contributions. Employees in Digi World and Allen Solly work overtime because they want to.

#### CONCLUSION:

These were some of the observations recorded in respect to the objective of this paper. Most of the employees from the stores mentioned above reveal that the engagement level in these stores is high and thus they have a positive approach towards their work. The amount of positive employee engagement is so motivational that they are even willing to work for extended timings.

They were optimistic about their workplace and encouraged to do better work. Employee Engagement leads to better service, excellence and productivity which therefore allows high level of customer satisfaction which thus results in increased sales and profits. The aim of employee engagement is to ensure employee productivity, more so than is expected of them. And as we have already studied the various variables that aid Employee Engagement namely; Work Commitment, Job Satisfaction, Employee Retention and Work Motivation, play a detrimental role in carving a actively engaged employee. It is of primary importance that the employer understands the importance of Employee Engagement to run their organisation successfully and smoothly.

Employee support is immensely important and hence the employer should take efforts to ensure that all his/her employee is happy and recognised, and see to it that they are in sync with the vision and mission of the company. Hence it is believed that Employee Engagement leads to higher productivity, improves employee morale, stimulates innovation, helps in employee retention and encourages various other worthwhile benefits that aid the growth of the organisation.

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