CHAPTER 1

INTRODUCTION

1.1. MOTIVATION AND BACKGROUND OF THE STUDY

At present embryonic stage, business world facing a scarcity of evidence on employee engagement, especially association among employee engagement and intention to quit. Accessible facts, reports that the employee engagement as behaviorism of an individual and the manners of an individual towards the workplace environment. In general, the outcomes have suggested that, employees who are engaged greater level are had low intention on quit from the firm. Now-a-days, firms are facing major problem in the context of retaining employees, those who are talented and they has constant opportunities to move further in their profession (Ferguson. R. & Brohaugh. B., 2009). An organization meets a massive damage when its competitive employees have intention towards quit for better opportunities; due to this, firm should meet out expenses unnecessarily against new recruits (Lockwood. D. & Ansari. A., 1999). When the employees are wholly engaged in their job, firm could be able to achieve the prominence of employee engagement (Seijts. G. & Crim. D., 2006).

1.2. NEED FOR THE STUDY

This study was focused on star hotel employees in Coimbatore, since the attrition rate in these hotels is increasingly becoming higher. According to the Jhaveri. B., Express Hospitality (2006), star hotels reel under mounting level of attrition, escalated wage bills; it is reported that Wage bill is increased by 40%, and attrition growth rate at 10% per annum. And also it is revealed that the metro hotels in India are experiencing higher level of attrition rates that are now at 18-25% per annum,
in contrast to the alarming rate of 10% per annum. Further this issue was addressed in Indian Hotel Industry by Economic Times magazine & Industry chamber New Delhi (2010), forecasted the attrition rate in Indian hotel industry would be doubled to almost 50 % by 2010 against up from the earlier 25 % growing at an alarming rate of 10 % per annum. Additionally the Business Line (2011), published article on “Hotel industry grapples with high attrition, rising staff cost” to explore the importance of decline in the attrition level of the employees, and further it added that attrition in the industry presently hangs at 25-30 %.

In order to overcome the high rate of attrition level in hotel industry, the researcher intended to reveal the relationship and impact level of employee engagement level on intention to quit among the employees. According to Richman, A. (2006), who commented that the main HR function of an organization is a good effective employee engagement as it often has nexus with high performance and better results and he added that the effective retention of employees is also the outcome of good employee engagement. Further he argued that the Employee engagement results in high morale, trustworthiness, congenial work atmosphere, business growth, employees to become brand ambassadors of the company, loyalty among employees towards organization, thereby leads to an improved achievement in customer satisfaction.

Since the researcher attempted to study the gaps in the previous studies in this domain, and close these gaps by defining a comprehensive framework, this study expected to give more consistent result as compared to previous studies. Hence a comprehensive study is needed in this field. So that, it can be used as a prevention tool which can help organization to control the attrition level through the engaging more engaged employees.
1.3. SCOPE OF THE STUDY

The researcher here has tried to measure the employee engagement and its impact on intention to quit of hotel employees in Coimbatore through a defined framework. The study has involved respondents in the hotel industry and those who are working in the star category hotels in order to conduct a detailed research. The focus of the study was to identify a framework for reducing attrition level through employee engagement in this domain. The researcher covers Manchester of South India i.e. Coimbatore city is a major textile and Small scale manufactures hub strategically located in South India and many textile manufacturers have set up their manufacturing units in and around the area. Since, it is an industrial area the hotel industry plays vital role for business world hospitality center. The framework helps in measuring the employee engagement in hotel industries and thereby used to measure the engagement level of employees and intention towards quit.

The study covers the measurement of employee engagement level, intention behind the employees’ towards quitting from the current job or organization, drivers which are influencing the both employee engagement and intention to quit such as compensation & benefits, job characteristics, perceived organization support, perceived manager / supervisor support, learning & development, employee communication and person-organization fit. Measurement the relationship among the employee engagement, intention to quit, drivers which influences both variables and also falls within the coverage of the study. The study also aims at establishing framework among employee engagement and intention to quit measures such as compensation & benefits, job characteristics, perceived organization support, perceived manager / supervisor support, learning & development, employee communication and person-organization fit since the hotel industry has high level of attrition level.
The previous studies done on the employee engagement measurement arena have been purely performance and organization outcome based. Whereas, the researcher here has aimed at a complete both performance, outcome, efficiency and psychological condition of the employees’ i.e. intention to quit. This research will serve as a base for research in similar industrial settings and future research on employee engagement and intention to quit measurement can be done using this framework.

1.4. STATEMENT OF THE PROBLEM

There was been very limited research that has gone into the employee engagement and its relationship between intention to quit among the employees of hotel industry in India. Most relevant of the earlier work done, was a generalized study to measure the level of employee engagement, its advantages, necessity of implementation in the organizations done in the world and not specifically to the hotel or hospitality industry that to in Indian scenario. The study done in the hotel industry inadequate to define a proper framework for such a measurement of the performance of the employee engagement and its impact on intention to quit among star hotel employees in Coimbatore city. Without a predefined framework, the measurement activity would be stalled and there would be no scope for continuous improvement. Where the previous studies intentioned to measure the level of employee engagement across in the industry in the world has been purely based on productivity and cost based study and when the study is productivity and cost based, the other drivers which enhances engagement level and its impact on psychological side of employees those who are the real pillars of an organization productivity.

Despite, evidence of how employee engagement can be important to attain low attrition rate studies are limited. Macey. W. H. & Schneider. B., (2008), suggested that employee engagement is not a fresh idea but merely an “old wine in new
bottles” and “composed of items” representing earlier explored concepts like organizational commitment, job involvement, empowerment, and job satisfaction. Surprisingly little literature and research has been conducted overall, and a large portion of it comes from the business management community (Saks. A. M., 2006).

Since, there has been a deficiency of adequate information about employee engagement due to its relative early stages, especially circumstances in the work atmosphere that are said to encourage employee engagement, and its measurement. Additionally, Empirical data are needed, so professionals can better understand employee engagement and its impact on attrition level to develop managerial involvements and alternative strategies that foster engagement for low attrition level in the hotel industry. Further, the studies and reports does not reveals association and impact of employees’ engagement level on intention to quit in hotel industry in India. This study done to address mentioned issue and to emphasize the importance of employee engagement level and its impact on intention to quit.

1.5. OBJECTIVES OF THE STUDY

Based on the thorough study of the employee engagement and its drivers along with the intention to quit discussed in the introduction chapter (Chapter I), the gaps that are recognized in the review of literature, the subsequent needs that are identified the following objectives and the hypothesis are formed.

**Objective 1:** To study the difference in the perception across gender, marital, educational qualification, experience, department, nature of job and income level on employee engagement drivers, employee engagement level and intention to quit.

**Objective 2:** To study the difference in the perception on employee engagement drivers, employee engagement level and intention to quit

**Objective 3:** To study the relationship between the employee engagement drivers, employee engagement level and intention to quit.
1.6. CHAPTERIZATION OF THE STUDY

Researcher organized this study for better understanding the methodical view of employee engagement, its drivers, intention to quit and impact of employee engagement and its drivers on intention to quit by chapters in the following way.

Chapter 1 consist the background of the study, need of the study, scope of the study, statement of problem, objectives of the study, concepts of employee engagement, intention to quit, relationship between employee engagement, intention to quit and drivers of employee engagement. Next the Chapter 2 addresses relevant reviews in literatures founded in earlier studies that have been contributed towards employee engagement, intention to quit, drivers of employee engagement and also those were analyzed. Researcher explains about research methodology of the study, hypothesis framework, sampling techniques, construction of questionnaire, validity and reliability of questionnaire, measurement of data analysis for the research in third Chapter of the study.

Further, the researcher justified data analysis based in observation and distribution of questionnaire, which data is gathered and analyzed by using Statistical Package for Social Science (SPSS) and AMOS software and the results are summarized in a number of tables to facilitate interpretation in Chapter 4. Final chapter, elucidates about discussions, implications of the study, limitations of the study, directions for future study and conclusions of current research.

1.7. EMPLOYEE ENGAGEMENT

According to Welbourne. T.M. (2007), employee engagement has been appearing in management activities in enormous system most in recent times. Further she
added that earlier to 1980s, proprietors anticipated trustworthiness to business concerns. At present universal competition, management required to be more flexible in their deployment of employees and looking for countries, where lower wages are available. Employees learned the hard way (through layoffs) that loyalty was no longer rewarded. Employers experiencing low productivity, since skilled employees are not interested to put in overtime and extra effort. It created the need for something new i.e. employee engagement. Today’s business world has to concentrate in productivity improvement. Thus, employee engagement drive here as a way to resolve problems in the organizations. Experts entitle that engaged employees yield higher productivity; so, to acquire more out of fewer, the simple logic would be that supervisors simply need to engage their people.

1.7.1. DEFINING EMPLOYEE ENGAGEMENT

Numerous contributions are offered to employee engagement by researchers and academicians and experts as they are appears to be absence of universal definition to employee engagement. While there is no single, agreed-upon definitions of employee engagement, there is agreement that engagement entails more than just motivation or performance. Many definitions also emphasize an emotional connection to the organization, a passion for work and feelings of hope about the future within the organization. Knowledge required to perform job efficiently and motivation to apply that knowledge are two sides of engagement coin. It’s a common procedure by which employees become personally associated in strategy. Engaged employees also drive satisfaction from the success of the organization. The following paragraphs highlighted several definitions of employee engagement, based on various researchers and academicians views.

The first published use of this term in the form of work engagement was made by Kahn. W.H. (1990) as ‘the harnessing of organizational members’ to their work roles; in engagement, people employ and express themselves physically,

It is an emotional and intellectual commitment to the organization (Baumruk. R. (2004), in the words of Robinson. D., Perryman. S. P. & Hayday. S. (2004) “engagement is a positive attitude held by the employee towards the organization and its values”, engagement is “one step up” from commitment. Wellins. R. & Concelman. J. (2005) calls employee engagement “the illusive force that motivates employees to higher levels of performance and it’s an amalgamation of commitment, loyalty, productivity, and ownership”. Engagement drives beyond satisfaction, commitment and completely engaged is to be involved in and passionate about one’s work (Falcone. P., 2006). Gallup (2006), defined engaged employees “as those who work with a desire and feel a profound connection to their company” and “drive innovation and move the organization forward”. Seijts. G. & Crim. D (2006) quoted the words of Tim Rutledge on engaged employees, “actually engaged employees are engrossed to, and enthused by their work, committed, and fascinated”. Gibbons. J. (2006), has defined employee engagement, “it is a heightened emotional and intellectual connection that an employee has for his/her job, organization, manager, or co-workers that, in turn, influences him/her to apply additional discretionary effort to his/her work”.

High engagement on each dimension is prognostic of great and complete engagement for an employee (Bhatnagar. Y. (2007). Finally, Macey. W. H. &
Schneider, B., (2008) stated that employee engagement is an optimistic sensation that employees consume towards their jobs and also the stimulus and effort they put into it.

The researchers have a tendency to stress one or two of the factors over others in forming specific definition to employee engagement. Among those definitions few highlights employees’ cognitive connection to work and organization. Bates (2004) and Gubman (2004) referred as a heightened emotional attachment to one’s work, organization, manager, or co-workers, Baumruk (2004) straddles engagement as “the state in which individuals are emotionally and intellectually committed.” Corporate Leadership Council (2004), Blessing White (2005), and Smythe. J. (2005) give emphasis to commitment and satisfaction (both cognitive concepts) and their influence on how hard an employee is keen to work. Perrin. T (2003) (2005) and Shaffer (2004) refer to engagement as the employee’s willingness to expend discretionary effort on the job. Walker Information (2005) places the emphasis on an employee’s commitment to staying with his/her company.

Dicke. C (2007), identified common themes or concepts lies in the eighteen employee engagement definitions by the various researchers and academicians. Those has been presented in the Table 1.7.1.

Table 1.7.1. Common Themes of Employee Engagement

<table>
<thead>
<tr>
<th>Themes</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Affective, Behavioural &amp; Cognitive Commitment</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Emotional &amp; Rational Commitment</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Discretionary effort</td>
<td>11 %</td>
</tr>
<tr>
<td>Innovation drive</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Business success Drive</td>
<td>22 %</td>
</tr>
</tbody>
</table>
1.7.2. LEVELS EMPLOYEE ENGAGEMENT (EMPLOYEES):

Gallup (2004) reported that the every organization has the following three categorizes of employees and it described them as below;

**Engaged Employees** - “These employees’ work with desire, drives innovation, participates in building to keep organization in front”. They hunt for the level of prospects from them to execute at reliable great levels.

**Not engaged Employees** are basically ‘checked out’, sleepwalking throughout the day, pushing time – but not energy and desire into their effort”. All they have to concentrate and complete their work without extra mile.

**Actively disengaged Employees** are just not unhappy at work; are busy drama out their unhappiness. They shows unskilled performances and put no effort to their roles, rather, those every day undermine what their engaged coworkers accomplish”.

<table>
<thead>
<tr>
<th>Efficacy, Energy &amp; Involvement</th>
<th>11 %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Profound Connection &amp; Passion</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Attitude – Positive</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Attention &amp; Absorption (Psychological presence)</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Collective meaning, thoughtful- active contribution</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Stay, Say, Strive</td>
<td>5.5 %</td>
</tr>
<tr>
<td>Feel, Think, act – performance</td>
<td>11%</td>
</tr>
<tr>
<td>Potential performance</td>
<td>5.5%</td>
</tr>
</tbody>
</table>
1.7.3. BENEFITS OF EMPLOYEE ENGAGEMENT

Employee engagement is not an easy issue to tackle. However, if you get it right there are great prizes to be had. “The first two questions that you may encounter when you try to convince others of this approach could be: So why our organization should be focused on this? What are the potential business benefits?” (Cook. S., 2009). There are plenty of research studies across countries as to the benefits of the employee engagement. As proof of engagement works, in this section the researcher quoted some of the key findings highlighting that organizations has higher levels of employee engagement outperform their competitor’s profitability.

In 2002 Waston Wyatt found that high-commitment organizations outperformed those with low commitment by 47 percent. According to Tower Perrin (2003), higher levels of employee engagement outperform their competitors in terms of performance and profitability on aggregate by 17 percent. Gallup presented engaged employees are more creative, more customer focused, less intention to quit the firm. According to the Bernthal. P. R. (2005), highly engaged employees are 33 percent less likely to quit their concerns inside the next year. Standford university suggests that employee commitment results in corporate performance gains of between 30 and 40 per cent. Studies showed revealed that firms can achieve 2 percent increase in profitability and a 6 percent increase in customer satisfaction through a 10 percent increase in employee engagement. In general organizations entertain the following benefits by creating and ensuring the conditions where employees feel able to give of their best:

- Greater productivity,
- Increased passion for and commitment to the organizations vision, strategy and goals,
- Greater alignment with the organization’s values,
- A high-energy working environment,
✔ A greater sense of team,
✔ Higher levels of creativity and innovation
✔ A greater sense of loyalty to the organization
✔ Higher staff retention, lowered attrition rate,
✔ Better recruitment and selection
✔ Higher talent retention
✔ Employees being better brand ambassadors,
✔ Attractive reputation,
✔ Improved customer experience and customer loyalty
✔ Boosted business growth
✔ Greater value creation
✔ Sustained, long term success

Ultimately, researchers endures to demonstrate a well-sustained relationship between business results and employee engagement which goes beyond satisfaction and loyalty.

1.8. INTENTION TO QUIT

Since the intention to quit terminology has been derived from employee retention and turnover intention among the employees, researcher explained the employee retention and turnover intention initially then moved to the discussion about the intention quit. In today’s competitive business environment, it is important that companies focus on retention, gain the commitment of their employees and manage employee turnover (Galunic & Anderson, 2000). According Beverly and Jordan-Evans (2000), refers “retention as strategies and practices establishments use to stop valuable employees from leaving their jobs”.

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Beverly and Jordan-Evans (2000) further state that, to build an effective enterprise, proprietors should consider several options when it comes to retaining employees, while at the same time obtaining employees’ trust and loyalty, hence they have less desire to leave in future. Problem of turnover has to address through a diversity of proactive strategies, which upturn employee commitment and loyalty.

Anderson, Bernstel, Buhler and Davidson (2002) describes retention as an integrated process and not a series of isolated events or programmes. The process of retention begins at the time of recruitment and is embedded in employment policies and practices that affect employees throughout their career. Through examination of labor force trends to a forthcoming shortage of highly engaged employees, i.e. business entities failing to keep them, and low engaged labour that eventually delays firm’s ability to endure competitive (Rappaport. A., Bancroft. G., & Okum. L. 2003). Calculating the cost which is incurring towards recruitment, training and period consumed to become as productive employee for new employees, those cost promptly disrupted new customer opportunities one who yields profitable (Palmer. L, 2004). Profitability, product & service quality and productivity getting affected when a firm losing engaged labour, and also it leads to lose in experience, skills and “corporate memory” (Lochhead. C. & Stephens. A., 2004). Further added that morale, employment relations and industrial safety are negatively affected by high turnover.

Retaining the talent in significant jobs at the accurate time is of strategic importance, which makes a difference to returns, innovation and effectiveness of the firm (Ashton. C. & Morton. L., 2005). Lockwood. N. R. (2006) defined retention as “the implementation of integrated strategies, systems deliberated to rise productivity by emerging processes for attracting, developing, retaining people with the required skills and aptitude to meet current and future business needs”.

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Employee retention is a concern for companies in this strong job market. Howatt (2008) further states that the higher skilled the employees, the greater the demand for their service. The cost to replace an employee is becoming more documented and the news is not good for employers as it costs a great deal to replace an employee.

Mobley. W. H., Horner. S. O., & Hollingworth. A. T. (1978) in their literature identified turnover intention as the immediate antecedent for turnover behaviour. “Intention to leave as an individual’s own estimated probability (subjective) that they are permanently leaving the organization at some point in the near future” (Vandenberg. J. R. & Nelson. J. B. (1999). Even though enormous studies in the literature, employers has not provided the importance of understanding the factors contributing to an employee’s intention to quit an organization. Morrell. K. M., Loan-Claire. J., & Wilkinson. A. J. (2001) argued that framework which has not been accepted universally yet for employees’ intention to leave the organization. Intent to leave a job can stem from two opposite reasons, one from stress and dissatisfaction with work and the other from energy and an optimistic belief that the situation can be improved. The decision for employees to stay or leave might depend on whether the work is challenging, whether they gain support at work and if there are opportunities for personal growth. This requires employers to provide resources, tools and the appropriate environment to ensure continued self-development (Maertz & Campion, 1998). This can include emotional and structural support systems and initiatives that foster work/life issues.

According to McCarthy. G., Tyrrell. M. P., & Lehane. E., (2007), the most immediate determining factor of actual behavior is intention. In common. We may quote that intention to quit us psychological reaction which is the outcome of dissatisfaction over work environment / work place. Siong. Z. M. B., Mellor. D.,
Moore, K. A., & Firth, L. (2006), states that factors of attrition level has great significance towards employees’ who has plan towards resigning, as well as for the administrator who is challenged with the absence of employee stability and the issue of organizational productivity.

1.9. Employee Engagement and Intention to Quit

While considering the attrition level of a firm, it is supreme importance when discussing employee intention to quit with the employee engagement, since the in today’s business world retaining the talent is the huge concern in the crisis. On a global scale, “the major social crises of the twenty-first century will be the byproduct of labour shortage” (Hewitt, A., 2001). The firms have to realize, engagement as a continuous association and whole absorption, where time appears inconsequential and the emotions of employees are involved” (Haudan, J. A., & MacLean, D. (2002). Further Schaufeli, W. B., Salanova, M., Gozáles-Romá, V., & Bakker, A. B. (2002), added that, engagement is not a temporary and unambiguous state, but rather a persistent and pervasive affective-cognitive state, not focused on any particular object, event, individual or behavior. Harter, J. K., Schmidt, F. L., & Hayes, T. L. (2002), also added that “engagement is optimistic experience in itself and affects the organization positively.

2003 onwards, researchers started to reveals the association between employee engagement level and employees’ intention to quit from their firms with also includes actual turnover behaviours. Negative association has been identified between employee engagement level and turnover rate (Conference Board (2003). Perrin, T. (2003) found, 66 percent of highly engaged employees had no plans to quit, whereas only 3 percent of them were aggressively had immediate plans to quit. The report from Corporate Leadership Council (2004) also revealed that 87 percent of extremely engaged employees are less likely to quit than their
disengaged employees and added further emotional factors affecting engagement dominantly, the decision against quitting the firm was connected almost equally to both emotional and rational factors, such as better compensation and benefits. Perrin. T. (2005) reinforced that 59 percent of engaged employees intended to remain with their employer. According to Bakker. A. B, Demerouti. E., & Schaufeli. W.B, (2003), employee engagement is the predictor of commitment, job satisfaction, motivation, productivity, and low Intention to Quit.

Numerous research has observed intention to leave as a significance of burnout (Geurts, Schaufeli & de Jonge, 2005; Schaufeli & Bakker, 2004; Weisberg, 1994). Gubman. E. (2004) reported that employees more interested to quit who were not engaged properly and they may exit either voluntarily or involuntarily. In addition, turnover intention leads to negative impact on other employees by creating additional work load, the impingement of time schedules, disrupting group socialisation processes and increasing internal conflict which can lead to triggering additional turnover (Riley, 2006). Caterpillar, forecasts’ costs in turnover about $8.8 million can be saved by aggregate amount of engaged personnel at one of their European based plants (Vance. 2006). CIPD (2006) research reported engaged employees avail less sick leave, performs better, recommends their organization to others, and are less likely to quit. Engagement predicts the employees’ intention to quit (Saks. A. M. (2006). Richman. A. L., Civian. J. T., Shannon. L. L., Hill. E. J., & Brennan. R. T. (2008), reported that employee engagement lead to longer job tenure i.e., less intention to quit. Shuck. B., Reio. T. G. & Rocco. T. S. (2011), found that employee engagement affects intention to turnover (quit) through correlation analysis and regression analysis. Adi. A.N. (2012), studied the relationship among the engagement level, performance and retention variable and found significance between engagement level, performance and retention. Through regression analysis he revealed that engagement level is the strongest predictor of performance and employee retention.
Balakrishnan. C., Masthan. D., & Chandra. V. (2013), examined the relationship between employee engagement and employee retention in their study and they revealed that the employee retention can be improved by increasing the level of employee engagement. Tillott. S., Walsh. K. and Maxhan. L. (2013), focused on retention strategies wing on practicing employee engagement at work and they agreed that the employee engagement level among the employees will leads to poor intention to quit since there is a significant relationship between engagement, work place satisfaction and employee retention. Wesley. J. R. & Krishnan. S. G. (2013), found that the relationship between employee engagement and turnover intention.

1.10.EMPLOYEE ENGAGEMENT DRIVERS

This section address the association among the engagement drivers which will influences the employees’ intention to quit. The previous studies in respect with employee commitment, motivation and job satisfaction are believed to be fundamental paradigms of engagement. In 2003, Robinson and Hayday (2003), addressed the discussions which move beyond employee commitment to employee engagement and that looses for drivers of employee engagement as the new focal area. “Feeling valued and involved is the strongest driver of engagement” (Robinson. 2004), further he added more that the line manager has a predominant role in nurturing sense of involvement and value of employee’s which leads to better manager - employee relationship.

Fundamental areas which necessary for engagement has been provided by Robinson (2004) in IES which includes of working environment, pay & benefits, clear, accessible human resource policies and practices, employee development programmes, good quality line management, effective coordination with two-way
and open communication. Emotional issues are real boosters of employees feel on their concerns and employees are the ambassadors of organization which are the key drivers of employee engagement (Perrin. T. (2005). Further he came out with drivers i.e. Salary & benefits, Opportunities to advance one’s career in the current company, reputation of the company as a good employer, and A manager who is inspirational and enthusiastic are connected between engagement and turnover. Further he discovered that training & development yields 3.74% higher operating margin and 2.06% higher net profit margin than average by more engaged employees. Soldati. P (2007), listed eight drivers of employee engagement which are agreed in four recent major studies, and those drivers are Nature of the job, Employee development, Career Growth opportunities, Trust & integrity, Relationship with one's manager, Coworkers/team members, pride about the firm and Line of sight between employee performance and company performance.

1.10.1. ANALYSIS OF EMPLOYEE ENGAGEMENT DRIVERS

For the year together the researchers are coming out with the different factors which drives the employee engagement. Here the researchers identified the key drivers which will influence both intention to quit and employee engagement of the employees from the literatures. In this regard, he brings out seven drivers like Compensation & Benefits, Job Characteristics, Perceived Organization Support, Perceived Manager / Supervisor Support, Learning & Development, Employee Communication and Person-Organization Fit and those were correlated with the employee engagement and intention to quit.

1.10.1.1. COMPENSATION AND BENEFITS

It refers to compensation, financial and non-financial benefits which are received by the employees for their performance and role in their respective job and

1.10.1.2. JOB CHARACTERISTICS


1.10.1.3. PERCEIVED ORGANIZATION SUPPORT


1.10.1.4. PERCEIVED MANAGER/ SUPERVISOR SUPPORT


1.10.1.5. LEARNING AND DEVELOPMENT


1.10.1.6. EMPLOYEE COMMUNICATION

Employee communication means indicates that the official and internal communication (both formal and informal) which ensures the channel of command

1.10.1.7. Person – Organization Fit


Researcher reviewed the traditional and modern approaches to compensation and benefits, job characteristics, learning and development, employee communication, perceived organization support, perceived manager / supervisor support, and person-organization fit.

1.11. COMPENSATION AND BENEFITS (CBA)

Compensation systems are designed to attract, retain, and motivate employees while complying with all legal rules and regulations. Compensation refers not only to extrinsic rewards such as salary and benefits but also intrinsic rewards such as achieving personal goals, autonomy, and more challenging job opportunities.
(Carrell et al., 1995). Total compensation systems aim to achieve multiple goals, including attracting employees; retaining solid performers; motivating performance; spending compensation dollars wisely; aligning employees with organizational goals; and rewarding behavior the organization wants to encourage (SHRM 2002). According to Noe et al. (2003), wages, bonuses, and other types of pay have an important influence on an employee’s standard of living. This carries at least two important implication. First, pay can be a powerful motivator. Second, the importance of pay means that employees care a great deal about the fairness of the pay process. Compensation and rewards have emerged as one of the top challenges because of factors including mergers and acquisitions, the invention of new systems for human capital management, and global competition.

Kaplan (2007), argues that the HR professionals face a big challenge in identification and implementation of compensation and reward programs that bring an organization further along its strategic path. Alignment of business strategy, HR strategy and total rewards is necessary for success of any compensation scheme. Total rewards encompass everything that employees’ value in their employment relationship – compensation, benefits, development and the work environment. In today’s nosiness environment, it is imperative for the firms to go beyond. Compensation and benefits programs are typically financial in nature and must be at least at a baseline competitive level for companies to attract and retain talent. Competitors easily copy these programs, which typically fail to engage employees enough to stay with an organization. Learning and development programs and a flexible and fun work environment (relational rewards), however, provide an opportunity for employers to better differentiate themselves from their competitors and chance employee commitment to their organization.
1.11.1. COMPENSATION & BENEFITS, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

According to Mercer’s (2010), companies can improve the employee engagement level through implementation of proper reward and benefits, and thus results in higher performance. He added further that the employee engagement, in turn, leads to lower levels of absenteeism and turnover, and improves customer satisfaction and long-term financial success. Berry. M.L. (2010), identified that compensation fairness internal compensation, external compensation and benefits are significantly related to employee engagement. Further, Berry. M.L. (2010), found that compensation fairness internal compensation, external compensation and benefits are significantly related to turnover intent. According to Galhena. B.L. & Ranjana. K.A.P. (2011), employee benefits significantly and negatively related to Intention to Quit and Job Stress through the correlation analysis. Hoy. G. S. (2011), has revealed that the HRM practices (i.e.) compensation and benefits, training and development, performance appraisal, supervisor role and career advancement are has significant and positive relationship to intention to stay. In 2012, Johari. O., Yeon. T. F., Adnan. Z., Yahya. K. K. & Ahmad. M. N. (2012), reported that only compensation and benefits had a positive impact on respondents’ intention to stay. Further, Long. C. S., Perumal. P. & Ajagbe. M. A. (2012), proved the significant relationship between compensation & benefits, career development, performance management, training and employee relation management on staff turnover intention. Most recently Ayache. Z. & Naima. G. (2014), revealed that the both of traditional and flexible benefits plans are related to organization commitment and intention to quit.

1.12. JOB CHARACTERISTICS (JCA)

To carry out any job an employee has to know and have certain skills, knowledge and ability which is required along with willingness to perform. In order to
stimulate willingness of employees, the managers have to design and develop tasks that inspire and satisfy them on job. Initially, Turner & Lawrence (1965), came out with the quantitative measures of the job characteristics predicted to be related positive to satisfaction and attendance level of employees and high relationship revealed. Porter L.W. & Lawler. E.E (1968), found that when high work motivation, performance, satisfaction, and attendance are the outcomes of employees who work on jobs highly. Then Hackman, J. R., & Lawler, E. E (1971), indicated positive relationships between motivation, absenteeism, performance, satisfaction, individual differences in need strength and job characteristics. In 1975 Hackman & Oldham (1975) presented job characteristics model (JCM) to reveal the need for the jobs of workers,

Minor or probably their no consideration has been provided for JCM, since only number of research is low. People working in the organizations carrying out lot of activities in their routine work, uncertainty employees are allowed to perform based on their skills, abilities, and knowledge and it leads to the self-motivated employees to attain the best in their job. Job demands resources (JD-R) model is yet another theoretical approach to engagement which is the combination of Job Demands and Job Resources. Hackman. J. R. & Lawler. E. E. (1971) evidenced that employee attitudes and behaviors at work are directly affected by job characteristics. Job design refers to “the way tasks are combined to form complete jobs” (Robbins & Coulter, 2006).

1.12.1. JOB CHARACTERISTICS, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

According to BlessingWhite Inc., (2008), focuses on an individuals’ contribution to the company’s success and persona satisfaction in the role and they strongly believed the aligning employees’ values, goals and aspirations with those of the
organization is the best method of achieving the sustainable employee engagement required for an organization to reach its goals. Job and personal resources are the two main factors that drives employee engagement which has positive effects on individual and firms performance (Bakker. A. B., & Demerouti. E., 2008). In the same year Richman. A. L., Civian. J. T., Shannon. L. L., Hill. E. J., & Brennan. R. T. (2008), revealed that perceived flexibility and supportive work life policies were more than expected retention and related to higher engagement. Williams. J. H. (2008), emphasized on the role and impact of employee engagement on the safety of employees during their work schedule.

Further in 2009, Swanberg. J. E., James. J. B., & Citisales. O. M. U. (2009), stated that employee engagement are stores where employees perceive that their jobs are interesting and challenging, use their skills and abilities, and are good fit. Baldev S.R. & Anupama. R. (2010), has revealed mainly two determinants of employee engagement through multiple regression analysis i.e. a) organizational commitment which includes the objectivity and recognition and, b) Determinants of job involvement which includes career opportunity and pay. Kumar. A., Abbas. Q., Ghumro. I. A. & Zeeshan. A. (2011), revealed that job characteristics and personal outcomes, job satisfaction and high internal work motivation are significant positively. Ram. P. & Prabhakar. G. V. (2011), revealed that Job Characteristics (JC), Perceived Extrinsic & Intrinsic Rewards (PEIR), Perceived Procedural Justice (PPJ), Perceived Distributive Justice (PDJ) and Perceived Supervisor Support (PSS) are the predictors of employee engagement. Mustapha. N., Ahmad. A., Uli. J., & Idris. K., (2010), indicated job characteristics variables has significant relationship with intention to stay.

Additionally, Naude. O. F. (2010), revealed that job characteristics is significantly correlated with job satisfaction and intention to quit. The findings of Binti. M.D.
(2012), resulted dimensions of job characteristics (i.e. skill variety, task identity and feedback) and transactional leadership styles (i.e. contingent rewards, management-by-excepti... turnover intention. Most recently Bhattacharya. D. & Ray. S. (2013), considered seven important job related variables are Intention to leave the job, Job Stress, Job Autonomy, Job Variety, Pay Satisfaction, Experienced Meaningfulness, and Organizational Identification and the results revealed that the variables which are considered for this study were the strongest predictors of the intention to leave. The authors concluded that job characteristics are the important predictor of the intention to leave.

1.13. PERCEIVED ORGANIZATION SUPPORT (POSA)

Huntington, Hutchison, & Sowa, (1986); Eisenberger, Cummings, Armeli, & Lynch, (1997) and Shore. & Shore., (1995) studied about organizational support theory which is meant to meet socio-emotional needs and to decide firm’s willingness to provide reward for increased work energy. Therefore, employees showed a consistent performance to which company valued their contributions (Eisenberger., Faso... Tetrick., 1991; Shore. & Wayne., 1993). According to Eisenberger et al., (1986), the development of POS is encouraged by employees’ tendency to assign the organization humanlike characteristics. Perceived organizational support (POS), reflects the quality of the relationship between the employee and organization by measuring the extent to which employees believe that the organization values their contributions and cares about their welfare. Eisenberger, Huntington, Hutchison & Sowa, (1986) POS develops through employees’ assessments of their treatment by the organization, and they subsequently use their judgments of POS to estimate their effort-outcome expectancy. (Masterson et al., 2001) Thus, to the extent that the organization treats an employee well and values his or her efforts, the employee
may be expected to devote greater effort toward helping the organization achieve its goals. (Settoon et al., 1996; Wayne et al., 1997).

POS is influenced mainly by favorable job conditions, Supervisor support, Organizational rewards and Fairness. (Shore. & Shore., 1995) important determinant of POS is the amount of and distribution of resources to do their jobs, as well as favorable treatment from supervisors. Favorable job conditions including training, autonomy, job security and a lack of role stressors all contribute to enhancing individuals’ perceptions of POS. Rhoades & Eisenberger, (2002) has shown that POS is related to outcomes favorable to employees in terms of positive mood and job satisfaction; and to organization in terms of performance, lessened withdrawal and affective commitment. A psychological contract breach can occur when “one’s organization has failed to meet one or more obligations within one’s psychological contract in a manner commensurate with one’s contributions…” (Morrison & Robinson, 1997) Perceived breach signals an imbalance in the social exchange process in which an employee does not receive expected outcomes from an organization for fulfilling his or her obligations. (Morrison & Robinson, 1997) Research has shown a positive relationship between perceived psychological contract fulfillment and desirable outcomes such as job satisfaction, organizational commitment, and performance. (Bunderson, 2001; Robinson & Morrison, 2000)

1.13.1.PERCIEVED ORGANIZATION SUPPORT, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

Eisenberger. R., Armeli. S., Rexwinkel. B., Lynch. P., & Rhoades. L. (2001), found that organization reaches its objective since POS positively related to employees' felt obligation to care about the organization's welfare and also revealed that organization spontaneity, performance and affective commitment related with POS. Rhoades. L. & Eisenberger. R. (2002), highlighted the facilitating role of POS in the connection among several categories of promising
behavior and consequences, the direction of interconnection between the relationship of POS with backgrounds and consequences.

Eisenberger. R., Stinglhamber. F. & Vandenberghe. C., Sucharski. I. L. & Rhoades. L. (2002), revealed that PSS is making the progressive variation in POS, Perception Supervisor Support - Perceived Organizational Support relationship augmented with perceived supervisor prestige in the organization and Perceived Organization Support completely mediated a negative relationship between Perception Supervisor Support and employee turnover. Allen. D. G., Shore. L. M. & Griffeth. R. W. (2003), identified that POS arbitrates its association with job satisfaction and organizational commitment and negatively correlated to intention to quit. Kingston Business School (CIPD 2009), reported that, employee engagement and disengagement level is mainly influenced by the unpredictable administration style grounded on the attitudes of individuals bosses, which is indication to perceptions of injustice low levels of encouragement. Robert. R. J., Diane E. R., & John. H. D. (2009), indicates that POS programs have a strong positive effect on organizational commitment and job satisfaction. There is a weaker positive effect on task performance, and a strong negative effect on intention to leave. Swaminathan. J. & Rajasekaran. D. (2010), revealed the influence level of job satisfaction, motivation and effectiveness on employee engagement through correlation and regression analysis. Researchers identified that the motivation level and job satisfaction are the strongest predictors of employee engagement level and suggested that the management and managers have to concentrate those constants.

Yoshimura. K. E. (2003), established that perceived organizational support, intention to quit affective commitment, and supervisory communication were positively related.


1.14. PERCEIVED MANAGER/SUPERVISOR SUPPORT (PMSA/PSSA)

Employees unmistakably trust that management has common progressive or undesirable direction towards them that covers appreciation and welfare. And also the workers has a perception that organization has a clear idea about their performance, they progresses the opinions on the level to which supervisors worth their participations and cares about their well-being (Kottke. & Sharafinski., 1988). Since the real representatives of the organization are the immediate supervisors, and also accountable for leading and appraising his section employees’ performance, employees would observe his/her boss encouragement or
demotivating positioning towards them as revealing the support provided by organization (Eisenberger et al., 1986; Levinson., 1965). Further, workers realizes that his/her reporting authority appraisals are most frequently forwarded towards top level management and it creates impact on management’s opinions, additionally it also contributing to employees’ association with the support of supervisor POS.

**1.14.1.PERCEIVED MANAGER/ SUPERVISOR SUPPORT, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT**

According to Bardwick. J. M. (2008), employees are engaged when they feel “what we do is really important, and what I contribute to this valuable work really matters”. This includes employee – boss relations, trust and communication and relationship at work. BlessingWhite Inc.,(2008) reported that the majority of engaged and almost engaged employees trust their managers and found that there is a significant correlation between levels of employee engagement and trust in supervisor. Chughtai. A. A. & Buckley. F. (2008), found that state and trait trust play in the advancement of employee work engagement since it has significant relationship and impact on employee engagement level. Mark. R. A. & Rebecca. M. C. (2009), looks more deeply at the impact of career development practices on employee engagement and commitment.

Elanie. M., Roberson. B. & Strickland. O. J. (2010), studied the relationship between leadership, work engagement and organizational citizenship behaviours and found that positive relationship between charismatic leadership and work engagement, regression analysis revealed that charismatic leadership accounted for 16% of variance in work engagement. Hassan. A. & Ahmed. F. (2011), revealed that the correlations coefficient among the employee work engagement, interpersonal trust and the components of authentic leadership are significant. Edinger. S. K. (2012), focused that how the managers and management has to provide fuel for the employee engagement level and he suggested to encourage and ensure the leadership behaviours, bringing energy and inspiration to work, focus on
development of team members, connect meaning to the work, represent the function admirably, and think about communication internally and externally. Focusing on those constant will produce a very engaged and highly productive team and individual employees.

1.15. LEARNING AND DEVELOPMENT (LDA)

‘Learning and Development’ for first time used in the report of CIPD (2000), which has been derived from ‘Training and development’ has been also known as ‘human resource development’, which is aimed to improvement of performance of individuals and groups in organizational settings. It encompasses three main activities: training, education, and development. Any modern firms’ success relies mainly on dedicated training program that plays a central role to nurture and strengthen these competencies (Sherman et al., 1998). Through constant training organizations would be able to enhance the officers’ knowledge, skills, abilities to handle with new processes and systems (Raffee, 2001). Terry and team (2002), revealed that training and job enrichment are closely related to turnover intentions among other HRM Practices. Training and development would result in increasing the job satisfaction of employees, Better relationship between employees and customers, Increasing the motivation of employees, Increasing the capacity for adopting fresh technology, Enhance the quality and image of organization, Providing better safety and Increasing the production Process.

Throughout the year, the organization spends a huge amount of money for the purpose of Training and development of the human resources. But the crucial point is effectiveness. Fischer & Ronald (2011) stated that open-mindedness is also a significant moderator of training effectiveness. Saks & Haccoun (2007) discussed that psychological states of trainees especially motivation, self-efficacy, perceived control and the realities of the organizational context affects the training outcomes. Sahinidis & Bouris (2008) found that there is strong relationship between employee
perceived training effectiveness and motivation, job satisfaction and commitment. To measure the effectiveness, a number of Training evaluation models and techniques are available.

1.15.1. LEARNING & DEVELOPMENT, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

Perrin. T. (2005) stated that development is the amount of their knowledge, skills and abilities elevated by workers to attain maximum performance. When employees realize that his / her supervisor or boss has attention about their progress, they will react favorably with those bosses, would results in enhancement of managers’ self-efficacy. Employees find techniques to quicken their career development if they aware and realize their purpose and assignment in the organization (Luthans & Peterson, 2001). Perrin. T. Global report also found that 84% of respondent agreed that they enjoy challenging work assignments that broaden skills and 83% agreed that they seek opportunities to develop new knowledge and skills. In addition, the survey found that, globally, one of the top ten drivers of employee engagement was ‘improved my skills and capabilities over the last year’. Vance’s research (2006) identified that employee engagement and training & development are significant, since employees who improve their skills through training are more likely to engage fully in their work.

A vital factor is employee development to attain employee engagement (Anne-Marie K. 2007). Mark. R. A. & Rebecca. M .C. (2009), looks more deeply at the impact of career development practices on employee engagement and commitment. If the manager/ management ensures a clear development path for employees, so they have reasonable expectations and those consent has been addressed by the managers in terms of feedback, suggestions and opportunities which leads to higher level employee engagement. Elanie. M., Roberson. B. & Strickland. O. J. (2010),
revealed that there is a significant positive correlation between charismatic leadership and work engagement; there is a significant positive correlation between charismatic leadership and OCB; and Work engagement significantly positively correlated with OCB.

Neault. R. A. & Pickwell. D.A. (2011), studied and revealed the relationship between the employee engagement and career counseling which leads to career engagement. Researchers identified that the carrier counseling is the strongest predictor of the employee engagement since the employees are stimulated to develop their knowledge, skills and ability they can move further in their career ladder which leads to intrinsic motivation in terms of employee engagement. Singh. H. (2012), explored the importance and benefits of Training and Development in improving HR productivity through employee engagement. Hemanalini. R. (2013), revealed that there is significant relationship between training and development with employee engagement and also they found that training and development is strongest predictor of employee performance. Martin. M. J. (2011), indicated that recruitment and hiring, training and development, evaluation and supervision and compensation & benefits are significantly correlated with the employees’ intention to quit. Saeed. M. M. & Shabir. S. (2013), revealed that the training and development is significantly related to the employees’ intention to quit. Ashar. M., Ghafoor. M. M., Munir. E. & Hafeez. S. (2013), indicated the significant positive association of both training perceptions with affective commitment and also shows significant negative association of affective commitment with employee turnover intention.

1.16. EMPLOYEE COMMUNICATION (ECA)

“Communication processes are a key issue in managerial success” which has been agreed by administrators and academicians (Roberts & O’Reilly, 1974; Snyder & Morris, 1984). Transparent communication with their supervisor or managers by
employees would construct operative and effective work relationships and boost their performance, and to contribute to productivity of organization (Gray & Laidlaw, 2004; Muchinsky, 1977; Tsai, Chuang, & Hsieh, 2009).

Major changes in organization could be happens if the employees who has positive and open communication with their bosses, such as mergers and layoffs (Gopinath & Becker, 2000; Schweiger & DeNisi, 1991), will leads to higher organizational identification (Bartels, Pruyn, De Jong, & Joustra, 2007, Smidts, Pruyn, & van Riel, 2001), and deals more efficiently with job stressors (Stephens & Long, 2000; Tepper, Moss, Lockhart, & Carr, 2007). As a result, numerous methods to progress communication within organizations have been recommended (Atwater & Waldman, 2008; Downs & Adrian, 2004).

1.16.1. EMPLOYEE COMMUNICATION, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

Ideally communication should come from the top of the organization and leaders has to create link to the vision and strategic goals to construct and reinforce the basis for the employee engagement. To attain the higher level of engagement in the organization, strategic creators, line – managers, floor supervisors and employees must have open two-way communication among them. As a result of efficient communication strategies employees able to understand his or her strategic goals of their firm which ensure the higher employee engagement level (Anne-Marie K. 2007). Employee would thought about quit from the firm, when there is an absenteeism of reliable and authentic communication (Durkin, 2007). According to Watson Wyatt. (2006) more engaged workers receives message from their controllers and senior management extremely more than low engaged staffs.
According to Bardwick. J. M. (2008), employees are engaged when they feel “what we do is really important, and what I contribute to this valuable work really matters”. This includes employee–boss relations, trust and communication and relationship at work. Holweda. J. (2007), stressed the importance of communication among the internal customers of the organization for the betterment and implementation process of employee engagement. Kingston Business School (CIPD 2009), stated that organization should meet out employee engagement and disengagement when there is lack of fluidity in communication. According to Colin. D. (2007) Communication is the most important and common among the drivers of engagement which ensures the teamwork, belief, information flow for effective problem solving.

Opportunities to explore upward and feeling adequately informed are the key drivers of employee engagement. (CIPD, 2010). Krishnan. S. G. & Wesley. J. R (2013), found in their study that employee communication i.e., internal communication in the organization is strongest predictor of employee engagement level and proper communication process and strategy brings down the higher level of employee engagement in their firms. Muchinsky. P. (1977), revealed that organizational communication were highly related to both organization climate and job satisfaction. The results also suggested that employees who are less satisfied with their job might primarily communicate with co-workers, while those who have higher job satisfaction are more likely to communicate with their supervisors more often. Allen. M. W. (1992) identified that perceived organization support arbitrating the co-worker communication and organization commitment association.

Mohamad. S. F. (2008), revealed that the co-worker communication, supervisor communication, personal feedback, communication climate, organizational integration and media quality are positively related to overall communication satisfaction. And further the overall communication satisfaction has significant and
negative relationship with the turnover intention. Harrison. A.G. (2012), has highlighted, “Today’s business climate calls for communications professional who can led and counsel to build strong employee engagement, since the challenging economy has led to a reduced work force, increased work load and greater responsibilities without commensurate salaries”. Neves. P. & Eisenberger. R. (2012), has found that the management communication positively correlated with a temporal change in POS. Sarangi. S. & Srivastava. R. K. (2012), revealed that organizational culture and communication are significant predictors of employee engagement.

Nwagbara. U., Oruh. E. S., Ugorji. C., & Ennsra. M. (2013), has been found that effective communication brings low employee turnover intention rate, since the effective communication has positively and significantly correlated with the employee turnover intention which is result of correlation and regression analysis. Jedrzejewska. A. S., & Rutishauser. L. (2013), revealed that the human resource practices such as development, leadership, participation, autonomy, communication, after work activities, rewards and training (as a key drivers) are significantly and highly correlated with the employee intention to quit. Krishnan. S. G. & Wesley. J. R. (2013), revealed that employee communication is the strongest predictor of employee engagement.

1.17. PERSON – ORGANIZATION FIT (POFA)

Person-organization fit is broadly defined as the compatibility between people and organizations (Kristof, 1996). Further, Kristof-Brown, Zimmerman and Johnson (2005) that P-O fit occurs when at least one object delivers what the other needs or they share similar fundamental characteristics or both”. Also P-O fit is the correlation between preferences or needs of employees and systems and structures of firms (Bretz, Ash, & Dreher, 1989; Cable & Judge, 1994; Turban & Keon,
Further it lies between the individual personality and climate of workplace (Bowen et al., 1991; Burke & Deszca, 1982; Ivancevich & Matteson, 1984; Tom, 1971). P-O fit is a type of Person-environment (P-E) fit in the organization in which people may fit or misfit (Judge and Kristof-Brown, 2004).

Van Vianen, De Pater and Van Dijk (2007) states that P-O fit allies with employee’s personality, vision and morals of the firm. P-O fit was found to be correlated with work attitudes such as job satisfaction and organizational commitment (Boxx et al., 1991; Bretz & Judge, 1994; Chatman, 1991; Downey, Hellriegel, & Slocum, 1975; O’Reilly, Chatman & Caldwell, 1991; Postner, Kouzes & Schmidt, 1985; Tziner, 1987; Vancouver & Schmitt, 1991). P-O fit also was found to predict intention of quit and turnover (Chatman, 1991; O’Reilly et al., 1991; Vancouver et al., 1994), and was related to prosocial behaviors such as organizational citizenship behaviors (O’Reilly & Chatman, 1986), self-reported teamwork (Posner, 1992), and contextual performance (Goodman & Svyantek, 1999).

1.17.1. PERSON – ORGANIZATION FIT, EMPLOYEE ENGAGEMENT AND INTENTION TO QUIT

satisfaction is the mediating variable for job turnover intention and person-organization fit. Person-organization fit and job satisfaction exhibit a positive correlation, while person-organization fit, job satisfaction, and turnover intention exhibit a negative correlation.

Awang. A., Amir. A. R., & Osman. W. (2013), indicated that job satisfaction, job stress, job enrichment, organizational commitment and person-organization fit are significantly related to the turnover intentions of employees’. Bhat. Z. H. (2013), revealed that the correlation between person-organization fit and turnover intentions. Further, the authors indicated that person-organization fit is the predictor of employees’ turnover intentions through regression analysis. Biswas. S. & Bhatnagar. J. (2013), found the perceived organization support (POS) and Person – Organization fit (P-O Fit) are affects the employee engagement and these variables are strongest predictors of employee engagement. Latif. A. & Bashir. U. (2013), indicated that there is a positive relationship between Person Organization Fit and Job Satisfaction and Turnover Intention is significant. Rizwan. M., Arshad. M.Q., Atifmun. H. M., Iqbal. F. & Hussain. A. (2014), revealed that the job stress and person-organization fit variables are predictors of intention to leave.

1.18.SUMMARY OF THE CHAPTER

In this chapter, the researcher addressed conceptual aspects of employee engagement, issues of employee engagement, intention to quit, drivers of employee engagement and intention to quit, such as compensation and benefits, job characteristics, perceived organization support, perceived manager/supervisor support, learning & development, employee communication and person-organization fit. Further, the researcher correlated theoretically the relationship among the employee engagement and intention to quit, employee engagement, intention to quit and drivers of employee engagement.