A Study on Employee Engagement Strategies for Retention

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ABSTRACT

This study examines the impact of employee engagement strategies on workforce retention at Ampere by Greaves. The research is guided by objectives such as identifying challenges in implementing engagement practices, analyzing their effect on employee satisfaction and loyalty, and evaluating their role in strengthening organizational commitment. A descriptive research design was employed, with a stratified random sampling technique used to select 207 participants from various departments. Data was gathered through structured questionnaires and analyzed using SPSS, applying statistical tools including correlation analysis, chi-square tests, and independent sample ttests.

The results revealed significant positive relationships between participation in engagement activities, feelings of connectedness to the organization, and the likelihood of staying with the company. Although gender-based differences in job satisfaction were not statistically significant, the findings affirm that inclusive and meaningful engagement programs substantially contribute to employee retention. These insights underscore the importance of targeted engagement as a strategic lever for fostering long-term organizational growth.

Keywords: Employee Engagement, Retention, Organizational Commitment, Job Satisfaction, Statistical Analysis, Correlation, Chi-Square, Stratified Sampling, Workplace Strategies, SPSS.

1.   INTRODUCTION

In today's rapidly evolving environment, companies require more than just excellent products and services to thrive—they also need talented individuals. Employees are a crucial component of any organization. However, retaining good employees can be challenging. Many individuals leave their positions because they feel unhappy, unsupported, or undervalued. This is where employee engagement comes into play.

Employee engagement refers to how much employees care about their roles, how connected they are to the organization, and their willingness to give their best effort each day. When employees are engaged, they feel motivated, enthusiastic,

and proud to belong to the team. They are more likely to remain with the company, increase their productivity, and contribute to business growth. Conversely, when employees lack engagement, they may experience boredom, stress, or a lack of appreciation, which can lead them to resign.

In the past, many organizations thought that offering good salaries was sufficient to keep employees content. However, the situation has changed. Employees today seek more than just a competitive paycheck. They desire to feel respected, supported, and included. They want opportunities for growth, learning, and meaningful work. Additionally, they value a healthy work-life balance. This is why companies need to discover effective methods to keep their employees engaged and fulfilled.

Maintaining employee engagement not only benefits the individuals but also enhances the organization. When people enjoy their roles, they typically remain longer, perform better, and contribute to a positive work environment. This can lower the costs associated with hiring and training new staff, while also improving teamwork and customer service. In fact, numerous studies indicate that businesses with a high level of employee engagement excel in various aspects, including sales, productivity, and customer satisfaction.

One of the main reasons employees depart from a job is due to feeling disconnected or unappreciated. If individuals feel overlooked, overwhelmed, or stagnant in their positions, they may begin to seek new employment. However, if they feel supported, heard, and provided with opportunities for advancement, they are more inclined to stay. Therefore, it is essential for companies to comprehend what employees require and how to keep them engaged.

2.   LITERATURE REVIEW

1.   Smruti Rekha Behera (2024) Personnel Engagement and Retention in Organizations. This comprehensive review analyzes key determinants of engagement and retention using frameworks like the Job Demands-Resources model and Social Exchange Theory. It identifies leadership, organizational culture, and career development as major influences on employee commitment.

2.   Dr. Seema Bhakuni, Mr. Sandeep Saxena(2023), Exploring the Link between Training and Development, Employee Engagement and Employee Retention : Training employees not only reduces conflicts and stress but also boosts engagement, with 66% showing high levels of involvement. Our research used qualitative methods and a systematic review to highlight how crucial employee development is for business growth. By adopting innovative strategies, organizations can enhance performance, productivity, and reputation. However, challenges remain, such as ensuring job satisfaction and security for employees. Overall, effective training positively impacts engagement and satisfaction.

3.   Pooja Gupta & Dr. Pragya Singh (2023) Employee Retention and Engagement Activities in Various Organizations: This paper compiles strategies used by organizations to enhance engagement and reduce turnover, such as competitive pay, work-life balance, and career growth. It highlights the emotional bond between employees and their work as central to retention.

4.   Dyke-Ebirika Ngozi, Amah Edwinah(2022), Employee Engagement and Talent Retention: This study looked at how employee engagement affects talent retention. It aimed to explore the impact of different types of engagement—cognitive, emotional, and behavioural—on key aspects like employee competence, satisfaction, and turnover rates. The findings showed that engaged employees tend to feel happier and healthier, which not only boosts their skills but also helps retain top talent. In conclusion, there's a clear connection between how engaged employees are and how likely they are to stay with a company. Organizations are encouraged to regularly assess employee behavior and create intentional strategies to foster engagement and proactively identify talent worth retaining.

5.   Fadillah Ismail, Heng KaKa, NG Wee Fern, Muhammad Imran (2021) vol 39 No.10(2021) Special Issue: Recent developments in Economics, Business and Management : Talent Management Practices, Employee Engagement, Employee Retention; Empirical Evidence from Malaysian SMEs: This research investigates how talent management practices relate to employee engagement and retention in Malaysian SMEs. By reviewing recent literature, we identified key industry issues and used a self-administered questionnaire to gather data from 55 employees. Analyzed with SPSS version 26, the findings reveal that effective talent management practices enhance employee engagement and retention.

They account for 74.3% of engagement, with potential to increase to 92% through proper implementation. Ultimately, focusing on talent management can significantly benefit organizational performance.

6.   Bassam Shafiq Hasan Aburub (2020), Vol 08 No.06(2020), Article ID:104475, : Employee Retention & Engagement Solution: The workforce is a vital part of any organization, as it greatly influences both the work atmosphere and overall profitability. Recently, employee engagement has become a hot topic, demonstrating its importance in driving positive results. Retaining employees is essential for encouraging loyalty and building a strong team over the long haul, making it a key strategy for success. Organizations must recognize that their employees are invaluable assets and should be treated with respect and care. This paper discusses how businesses can effectively attract and keep talent while fostering a sense of engagement. While competitive salaries and benefits are important, they aren't everything. Employees also value a stimulating work environment, opportunities for growth, good leadership, and supportive colleagues.

7.   Pareek Anita, Mohanty S.S, Mangaraj Sujata(2019), Systematic review on employee engagement and its impact on employee retention: This paper enhances understanding of the relationship between employee engagement and retention in human resource development. It examines how engagement influences retention based on secondary research from literature published between 2009 and 2019. The authors conducted a systematic review of 13 scholarly articles from databases like Emerald Insight and Google Scholar, focusing on key drivers of engagement and retention. The findings highlight engagement's impact on organizational performance and suggest strategies to improve both. Additionally, the study identifies opportunities for further research in these areas.

8.   Vimala Kadiresan, Wong Sook Khuan, Thangaraja Arumugam, Farrell Rasu, Anastashia Shawna Theseira (2019), Employee Engagement and Retention in Automotive Industry in Malaysian Context. Job Stress as a Moderator : Employee engagement is important because it leads to better business results. In the competitive automotive industry, keeping employees engaged is essential for long-term success. We can improve employee engagement by identifying what drives it. This study focuses on the Malaysian automotive industry, which plays a key role in manufacturing and supports the country's economy. The main drivers of employee engagement are rewards and recognition, leadership, empowerment, compensation, and career development. The study looks at how these factors relate to employee engagement. It also examines how job stress affects the connection between employee engagement and retention. We gathered responses from 288 people in the Malaysian automotive sector using random sampling, and we analyzed the data using structural equation modeling (SEM). This study aims to help organizations, particularly employers and human resource managers in Malaysia, understand the importance of employee engagement.

By doing so, it could improve business competitiveness and help retain employees.

3.   OBJECTIVES OF THE STUDY

- To identify challenges organizations face in implementing engagement strategies.

- To identify key engagement strategies that contribute to higher employee satisfaction and loyalty.

- To analyze the impact of employee engagement on retention rates within an organization.

4.   RESEARCH METHODOLOGY

This study follows a descriptive research design, aiming to gather in-depth information about the existing engagement strategies and their impact on employee retention at an EV vehicle Company. Descriptive research is best suited as it helps to identify patterns, perceptions, and challenges experienced by the workforce regarding engagement practices.

4.1 Sampling Technique

The study uses stratified random sampling to ensure fair representation from various departments. Employees were grouped based on their departments and job levels, and samples were selected randomly from each group.

4.2 Sample Size

A total of 207 employees from different functional areas were selected to participate in the study. This sample size was chosen to provide a balanced and meaningful representation of the company's workforce.

5. DATA ANALYSIS AND INTERPRETATION

CORRELATION

Hypotheses

H_0 (Null Hypothesis):
There is no significant relationship between participation in engagement activities, feeling connected to the organization, and the likelihood of staying with the company.

H_1 (Alternative Hypothesis):
There is a significant positive relationship between participation in engagement activities, feeling connected to the organization, and the likelihood of staying with the company.

		Do you par cipate in team-building or engagement ac vi es?	Do engagement ac vi es make you feel more connected to the organiza on?	How likely are you to stay with the compa ny for the next 2 years?
Do you par cipate in teambuilding or engagement ac vi es?	Pearson Correla on	1	.474**	.138*
	Sig. (2-tailed)		.000	.048
	N	207	207	207
Do engagement ac vi es make you feel more connected to the organiza on?	Pearson Correla on	.474**	1	.249**
	Sig. (2-tailed)	.000		.000
	N	207	207	207
How likely are you to stay with the company for the next 2 years?	Pearson Correla on	.138*	.249**	1
	Sig. (2-tailed)	.048	.000	
	N	207	207	207
**. Correla on is significant at the 0.01 level (2-tailed).				
*. Correla on is significant at the 0.05 level (2-tailed).				

Interpretation

Employees who participate in engagement activities are significantly more likely to feel connected to the organization ($r = 0.474$, $p < 0.01$). Those who feel connected are also more likely to stay with the company ($r = 0.249$, $p < 0.01$).

There's a smaller but still significant direct link between participation and intent to stay ($r = 0.138$, $p < 0.05$).

This shows that engagement activities strengthen connection, which in turn boosts employee retention.

Based on the correlation results, the null hypothesis (H_0) is rejected and the alternative hypothesis (H_1) is accepted, proving that there are significant positive relationships among participation, connection, and retention.

CHI-SQUARE TEST

Hypothesis

• H_0 (Null Hypothesis):
There is no significant association between the two categorical variables being tested (they are independent).

•   H₁ (Alternative Hypothesis):
There is a significant association between the two categorical variables (they are not independent).

Do engagement activities make you feel more connected to the organization? * How likely are you to stay with the company for the next 2 years? Crosstabulation

				How likely are you to stay with the company for the next 2 years?					Total
				1	2	3	4	5	
Do engagement activities make you feel more connected to the organization?	1	Count		0	3	0	0	0	3
		% within How likely are you to stay with the company for the next 2 years?		0.0%	8.6%	0.0%	0.0%	0.0%	1.4%
	2	Count		3	2	4	3	0	12
		% within How likely are you to stay with the company for the next 2 years?		9.4%	5.7%	8.0%	6.5%	0.0%	5.8%
	3	Count		10	10	24	8	7	59
		% within How likely are you to stay with the company for the next 2 years?		31.2%	28.6%	48.0%	17.4%	15.9%	28.5%
	4	Count		10	15	15	30	13	83
		% within How likely are you to stay with the company for the next 2 years?		31.2%	42.9%	30.0%	65.2%	29.5%	40.1%
	5	Count		9	5	7	5	24	50
		% within How likely are you to stay with the company for the next 2 years?		28.1%	14.3%	14.0%	10.9%	54.5%	24.2%
Total		Count		32	35	50	46	44	207
		% within How likely are you to stay with the company for the next 2 years?		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	64.019ᵃ	16	.000
Likelihood Ratio	58.135	16	.000
Linear-by-Linear Association	12.725	1	.000
N of Valid Cases	207		

a. 10 cells (40.0%) have expected count less than 5. The minimum expected count is .46.

Interpretation

The Pearson Chi-Square value is 64.019 with 16 degrees of freedom and a p-value of 0.000, indicating a statistically significant association between the two categorical variables being tested ($p < 0.05$).

Similarly, both the Likelihood Ratio (58.135) and Linear-by-Linear Association (12.725) also show significance with $p = 0.000$, reinforcing the result.

However, note that 40% of the cells have expected counts less than 5, which may slightly weaken the test's reliability.

There is a significant relationship between the variables, so we reject the null hypothesis (H₀) and accept the alternative hypothesis (H₁).

INDEPENDENT SAMPLE T-TEST

Hypotheses:

•   H₀ (Null Hypothesis):
There is no significant difference in job satisfaction between male and female employees.

•   H₁ (AlternativeHypothesis):

There is a significant difference in job satisfaction between male and female employees.

Independent Samples Test									
	Levene's Test for Equality of Variances		t-test for Equality of Means						
	F	Sig.	t	df	Sig. (2tailed)	Mean Differenc e	Std. Error Differenc e	95% Confidence Interval of the Difference	
								Lower	Upper
How sasfied are you with your current job role? Equal variances assumed	.437	.509	.445	200	.657	.056	.127	-.194	.307
Equal variances not assumed			.448	199.543	.655	.056	.126	-.192	.305

Interpretation

This test compares job satisfaction between male (n = 106) and female (n = 96) employees.

•   Mean Satisfaction (Males): 3.86

•   Mean Satisfaction (Females): 3.80

•   t = 0.445, df = 200, p = 0.657

Since the p-value (0.657) > 0.05, the difference in means is not statistically significant.

There is no significant difference in job satisfaction between male and female employees. We fail to reject the null hypothesis (H_0), indicating that gender does not significantly impact satisfaction levels in this sample.

ONE WAY ANOVA

Hypotheses

• H_0 (Null Hypothesis): There is no significant difference in job satisfaction among the four groups.

• H_1 (Alternative Hypothesis): There is a significant difference in job satisfaction among at least one pair of the four groups.

Descriptives							
How satisfied are you with your current job role?							
	N	Mean	Std.	Std. Error	95% Confidence Interval for Mean	Minimum	Maximum

			Devia on		Lower Bound	Upper Bound		
1	108	3.82	.895	.086	3.65	3.99	1	5
2	57	3.77	.866	.115	3.54	4.00	1	5
3	26	3.92	.935	.183	3.55	4.30	2	5
4	16	3.81	1.223	.306	3.16	4.46	1	5
Total	207	3.82	.915	.064	3.70	3.95	1	5

ANOVA					
How satisfied are you with your current job role?					
	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	.410	3	.137	.161	.922
Within Groups	171.976	203	.847		
Total	172.386	206			

Interpretation

This ANOVA test examines whether job satisfaction levels differ significantly across four groups (e.g., departments, roles, or any other grouping variable).

• The mean job satisfaction scores for the four groups are very close (ranging from 3.77 to 3.92).

• The F-value is 0.161 and the p-value is 0.922.

Since the p-value is much greater than 0.05, we fail to reject the null hypothesis.

FACTOR ANALYSIS

Hypothesis:

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.854
Bartlett's Test of Sphericity	Approx. Chi-Square	489.470
	df	55
	Sig.	.000

Interpretation

The Kaiser-Meyer-Olkin (KMO) value is 0.854, which means the data is very good for factor analysis. It shows that the questions in the survey are related to each other and can be grouped into factors.

The Bartlett's Test of Sphericity is significant (Chi-square = 489.470, p = 0.000). This means that the relationships between the questions are strong enough to continue with factor analysis.

Communali es		
	Ini al	Extrac on
How o en do you receive construc ve feedback from your manager?	1.000	.615
Do you feel your opinions are valued by the management?	1.000	.593
Does the management encourage transparency and openness?	1.000	.496
Are you comfortable discussing concerns with your supervisor?	1.000	.490
Are there enough opportuni es for skill development and training?	1.000	.488
How 2 are you with work-life balance ini a ves offered?	1.000	.416
What mo vates you to stay at Ampere by Greaves? (Select all that apply)	1.000	.766
Do you see 2 opportuni es within the organiza on?	1.000	.417
Do you feel the company supports your long-term career goals?	1.000	.513
Do you feel a sense of belonging and purpose at work?	1.000	.689
Do you believe there is equal opportunity for all employees to succeed and grow within the organiza on?	1.000	.503
Extrac on Method: Principal Component Analysis.		

Interpretation

The communalities indicate how much of each question's variance is explained by the extracted factors. Most values are above 0.5, showing that the components represent the data well. For example, the question on "what motivates employees to stay" has the highest communality (0.766), meaning it is strongly related to the overall factors. Some items, such as "work-life balance initiatives" and "opportunities within the organization," have lower values (around

0.41), indicating they are less connected to the main components identified.

Total Variance Explained									
Compone nt	Ini al Eigenvalues			Extrac on Sums of Squared Loadings			Rota on Sums of Squared Loadings		
	Total	% of Varianc e	Cumula ve %	Total	% of Varianc e	Cumula ve %	Total	% of Varianc e	Cumula ve %
1	3.80 9	34.624	34.624	3.80 9	34.624	34.624	2.52 5	22.958	22.958
2	1.16 6	10.603	45.228	1.16 6	10.603	45.228	2.36 9	21.541	44.499
3	1.01 0	9.185	54.413	1.01 0	9.185	54.413	1.09 1	9.914	54.413
4	.809	7.352	61.765						

5	.763	6.939	68.704					
6	.706	6.418	75.122					
7	.676	6.144	81.266					
8	.606	5.505	86.771					
9	.595	5.408	92.179					
10	.431	3.920	96.099					
11	.429	3.901	100.000					
Extrac on Method: Principal Component Analysis.								

The Principal Component Analysis extracted three components with eigenvalues greater than 1, which are considered meaningful for interpretation.

 The first component accounted for 34.62% of the total variance,

 The second component explained an additional 10.60%, and

 The third component contributed 9.18%.

 Together, these three components explain 54.41% of the total variance in the dataset. This   indicates that more than half of the variation in employee responses can be explained by these three underlying factors, making the factor solution strong and reliable for further analysis.

Rotated Component Matrixᵃ			
	Component		
	1	2	3
Do you feel a sense of belonging and purpose at work?	.827		
Do you feel the company supports your long-term career goals?	.680		
Do you believe there is equal opportunity for all employees to succeed and grow within the organiza on?	.600		
Do you see 2 opportuni es within the organiza on?	.547		
Are there enough opportuni es for skill development and training?			
How o en do you receive construc ve feedback from your manager?		.777	

Do you feel your opinions are valued by the management?		.711	
Does the management encourage transparency and openness?		.645	
Are you comfortable discussing concerns with your supervisor?		.610	
How 2 are you with work-life balance ini a ves offered?			
What mo vates you to stay at Ampere by Greaves? (Select all that apply)			.854
Extrac on Method: Principal Component Analysis. Rota on Method: Varimax with Kaiser Normaliza on.			
a. Rota on converged in 5 itera ons.			

Interpretation

The rotated component matrix revealed three distinct factors. The first factor reflects career growth and belonging, consisting of items related to opportunities for advancement, a sense of purpose, and equality in the workplace. The second factor represents managerial support and open communication, highlighting the importance of feedback, transparency, and employee voice. The third factor is linked to employee motivation to stay, captured through a single, strong item. This grouping helps explain how different elements of the employee experience contribute to engagement and retention at Ampere by Greaves.

Scree Plot
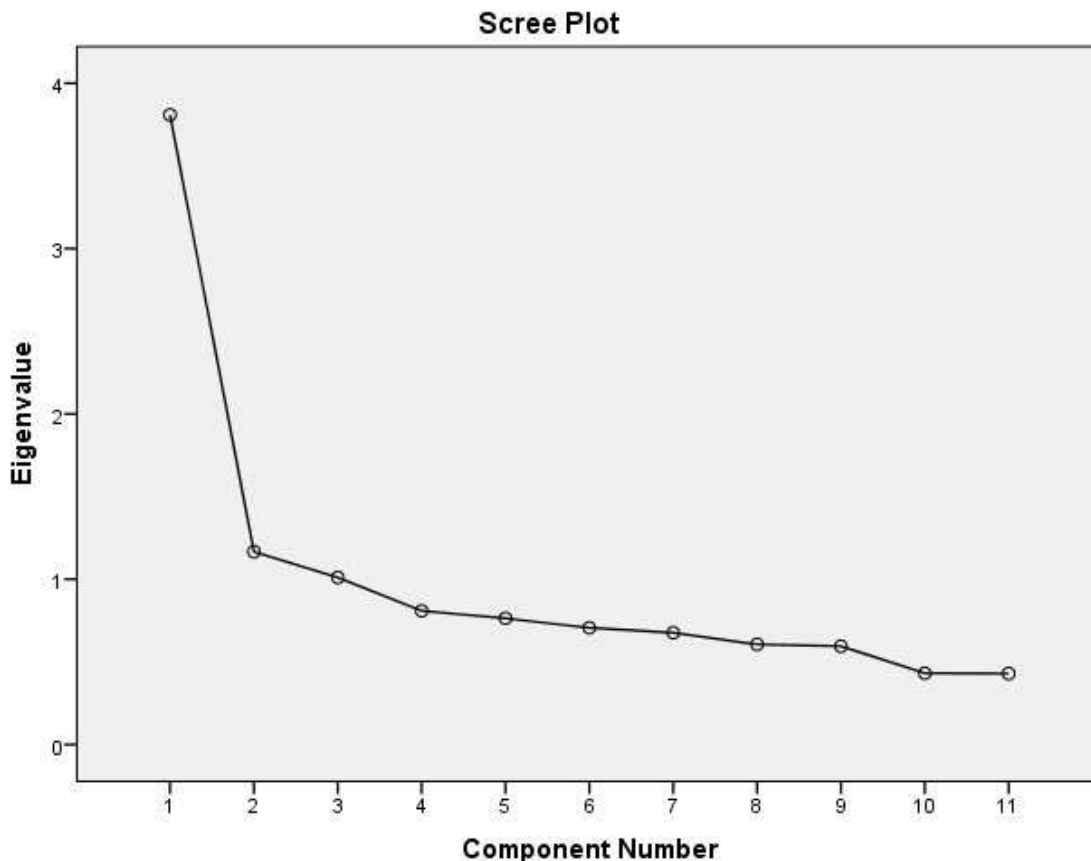
• A sharp decline in eigenvalues from Component 1 to Component 3.

• After Component 3, the line flattens, meaning those later components contribute less to explaining variance.

- The red dashed line at eigenvalue = 1 helps apply Kaiser's criterion — only components with eigenvalues above 1 are considered significant.

- This visually confirms that a three-component solution is appropriate, as Components 1, 2, and 3 are the only ones above the threshold and explain most of the variance.

FINDINGS

- Employees who participate in engagement activities are significantly more likely to feel connected to the organization ($r = 0.474$, $p < 0.01$).
- A significant positive link exists between feeling connected and the intention to remain with the company ($r = 0.249$, $p < 0.01$).
- There is also a smaller but significant direct relationship between participation and intent to stay ($r = 0.138$, $p < 0.05$).
- The Chi-Square test shows a significant association between categorical variables ($\chi^2 = 64.019$, $df = 16$, $p = 0.000$).
- Supporting statistics like the Likelihood Ratio and Linear-by-Linear Association also showed significance ($p = 0.000$).
- 40% of the cells had expected counts less than 5, which could slightly impact reliability.
- Males (Mean = 3.86) and females (Mean = 3.80) reported similar job satisfaction levels.
- No statistically significant difference in satisfaction was found between genders ($t = 0.445$, $p = 0.657$).

- Job satisfaction across four employee groups ranged between 3.77 to 3.92.

- ANOVA showed no significant differences among the groups ($F = 0.161$, $p = 0.922$).

- The data was highly suitable for factor analysis (KMO = 0.854; Bartlett's Test $p < 0.001$).

- Three main factors were identified based on eigenvalues and scree plot.

- These three factors explained 54.4% of the total variance.

- The first factor relates to career support, equality, and a sense of purpose (Career Growth & Belonging).
- The second factor includes feedback, openness, and valuing employee input (Manager Support & Communication).
- The third factor includes drivers that influence employees to remain with the company (Motivation to Stay).
- Overall, engagement strategies significantly influence employee connection and retention.
- Job satisfaction remains consistent across different demographic groups.

- The identified engagement dimensions provide practical focus areas for improving employee experience.

SUGGESTIONS

- Conduct regular, inclusive team-building and engagement activities that cater to varied interests.
- Encourage voluntary participation in engagement programs through rewards and recognition.
- Clearly communicate the purpose and benefits of engagement initiatives using multiple channels.
- Involve employees in planning and collecting feedback to boost ownership of engagement efforts.
- Use surveys and feedback forms periodically to track engagement impact and satisfaction.
- Adjust engagement strategies based on participation levels and employee feedback trends.
- Publicly recognize individual contributions and offer personalized development opportunities.
- Introduce engagement culture during onboarding with buddies or mentors for smooth integration.
- Foster a sense of belonging by promoting open communication and team support.
- Support employee growth with skill-building, advancement opportunities, and strong managerial support.

CONCLUSION

The study emphasizes how crucial employee engagement is for boosting retention, satisfaction, and overall performance at Ampere by Greaves. It highlights some of the key challenges companies face, such as ineffective communication, a lack of inclusivity, and one-size-fits-all approaches that don't resonate with everyone. However, these challenges can be tackled effectively with open communication, a variety of activities that cater to different interests, and personalized development plans.

The research found a strong connection between engagement and retention, showing that when employees feel engaged, they are much more likely to stick around. To enhance satisfaction and loyalty, the study identified several important strategies, including providing opportunities for career growth, recognizing achievements, and creating a strong sense of belonging within the team.

Ultimately, the findings make it clear that when organizations invest in meaningful engagement initiatives, they not only lift the spirits of their employees but also significantly decrease turnover and foster a more dedicated workforce.

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