

**EMPLOYEE ENGAGEMENT AND ITS EFFECT ON ORGANIZATIONAL  
PERFORMANCE: WITH SPECIAL REFERENCE TO STRADA GLOBAL**

**Dissertation**

**Submitted by**

**AMIL ROSE GEORGE (SM23COM005)**

**Under the guidance of**

**Ms. SNEHA ABRAHAM**

**Assistant Professor**

**In partial fulfillment of the requirement for the Degree of**

**MASTER OF COMMERCE**



**ST. TERESA'S COLLEGE ESTD 1925**

**ST. TERESA'S COLLEGE (AUTONOMOUS), ERNAKULAM**

**COLLEGE WITH POTENTIAL FOR EXCELLENCE**

**Nationally Re-Accredited with A++ Grade**

**Affiliated to**

**Mahatma Gandhi University**

**Kottayam-686560**

**March-2025**

**ST. TERESA'S COLLEGE, ERNAKULAM (AUTONOMOUS)**

**COLLEGE WITH POTENTIAL FOR EXCELLENCE**

**Nationally Re-Accredited with A++ Grade**



**CERTIFICATE**

This is to certify that the project titled "**EMPLOYEE ENGAGEMENT AND ITS EFFECT ON ORGANIZATIONAL PERFORMANCE: WITH SPECIAL REFERENCE TO STRADA GLOBAL**" submitted to Mahatma Gandhi University in partial fulfillment of the requirement for the award of Degree of Master of Commerce is a record of the original work done by **Ms. Amil Rose George**, under my supervision and guidance during the academic year 2024-25.

**Project Guide**

**Ms. Sneha Abraham**

**Assistant Professor**

**Department of Commerce (SF)**

**Smt. Lekshmi C**

**(Head of the Department)**

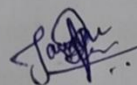
**Department of Commerce (SF)**

**Viva Voce Examination held on....**

**External Examiner(s)**

### DECLARATION

I, Ms. Amil Rose George final year M.Com student, Department of Commerce (SF), St. Teresa's College (Autonomous) do hereby declare that the project report entitled **"EMPLOYEE ENGAGEMENT AND ITS EFFECT ON ORGANIZATIONAL PERFORMANCE: WITH SPECIAL REFERENCE TO STRADA GLOBAL"** submitted to Mahatma Gandhi University is a Bonafide record of the work done under the supervision and guidance of Ms. Sneha Abraham, Assistant Professor of Department of Commerce (SF), St. Teresa's College (Autonomous) and this work has not previously formed the basis for the award of any academic qualification, fellowship, or other similar title of any other university or board.



PLACE: ERNAKULAM

AMIL ROSE GEORGE

DATE: 25/04/2025



ST.TERESA'S COLLEGE (AUTONOMOUS)  
ERNAKULAM

Certificate of Plagiarism Check for Dissertation

Author Name	Amil Rose George
Course of Study	Master of Commerce
Name of Guide	Ms. Sneha Abraham
Department	Commerce (SF)
Acceptable Maximum Limit	20
Submitted By	library@teresas.ac.in
Paper Title	: Employee Engagement and its effect on organizational performance: a study of Strada Global at Infopark
Similarity	4% AI-19%
Paper ID	3448446
Total Pages	62
Submission Date	2025-03-29 15:18:53

Signature of Student

Signature of Guide

Checked By  
College Librarian





## ACKNOWLEDGEMENT

First of all, I'm grateful to God Almighty for his blessings showered upon me for the successful completion of the project.

It is my privilege to place a word of gratitude to all persons who have helped me in the successful completion of the project.

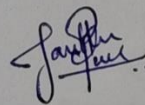
I'm grateful to our guide **Ms. Sneha Abraham**, Department of Commerce (SF) of St. Teresa's College (Autonomous), Ernakulam for her valuable guidance and encouragement for completing this work.

I would like to acknowledge **Dr. Alphonsa Vijaya Joseph**, Principal of St. Teresa's College (Autonomous), Ernakulam for providing necessary encouragement and infrastructure facilities needed for us.

I would like to thank **Smt. Lekshmi C**, Head of the Department, for her assistance and support throughout the course of this study for the completion of the project.

I will remain always indebted to our family and friends who helped me in the completion of this project.

Last but not the least; I would like to thank the respondents of the questionnaire who gave their precious time from work to answer the questions.



**AMIL ROSE GEORGE**

## CONTENTS

Chapters	Content	Page Number
Chapter 1	Introduction	1 – 9
Chapter 2	Review of Literature	10 – 17
Chapter 3	Theoretical Framework	18 – 38
Chapter 4	Data Analysis & Interpretation	39 – 56
Chapter 5	Findings, Recommendation & Conclusion	57 – 62
	Bibliography	
	Annexure	

## LIST OF TABLES

Sl.No.	Contents	Page No.
4.1	Age of respondents.	39
4.2	Gender of respondents	40
4.3	Educational qualification of respondents	41
4.4	Work experience of respondents	42
4.5	Classification based on current designation within the organisation	43
4.6	The level of employee engagement of respondents	44
4.7	Classification based on constructive feedback	45
4.8	Rating based on engagement at work	46
4.9	Factors that enhance employee engagement at work	47
4.10	Effect of demographics on employee engagement	48
4.11	Ranking demographic factors based on their effect on employee engagement at work	49
4.12	Effect of personality on employee turnover	50
4.13	Personality and its effect on workplace stress management	51
4.14	Factors affecting turnover intention and organizational performance	52
4.15	Frequency of disruption to team performance due to turnover intention	53
4.16	Organizational areas affected by turnover intention	54
4.17	Influence of turnover intention on the workload of remaining employees	55
4.18	Effect of high turnover intention on customer or client relationships	56

## LIST OF FIGURES

Sl.No.	Contents	Page No.
4.1	Age of respondents.	39
4.2	Gender of respondents	40
4.3	Educational qualification of respondents	41
4.4	Work experience of respondents	42
4.5	Classification based on current designation within the organisation	43
4.6	The level of employee engagement of respondents	44
4.7	Classification based on constructive feedback	45
4.8	Rating based on engagement at work	46
4.9	Factors that enhance employee engagement at work	47
4.10	Effect of demographics on employee engagement	48
4.11	Ranking demographic factors based on their effect on employee engagement at work	49
4.12	Effect of personality on employee turnover	50
4.13	Personality and its effect on workplace stress management	51
4.14	Factors affecting turnover intention and organizational performance	52
4.15	Frequency of disruption to team performance due to turnover intention	53
4.16	Organizational areas affected by turnover intention	54
4.17	Influence of turnover intention on the workload of remaining employees	55
4.18	Effect of high turnover intention on customer or client relationships	56



# **CHAPTER 1**

## **INTRODUCTION**

## 1.1 INTRODUCTION

In the paced world of business race today the importance of employee engagement, in driving success cannot be overstated enough. Employee engagement involves employees feeling emotionally linked to their work and actively participating in it, also it plays an important role in determining the productivity levels and job satisfaction within a workplace. As companies aim for top notch performance morals more than before, grasping how to leverage employee engagement to boost overall performance has become crucial.

Employee engagement is more than just performing duties, it contains the extent to which employees feel passionate in their work, emotionally and intellectually, supportive of the organization's goals, and helping it succeed. Higher levels of commitment, creativity, and accountability can be seen by highly engaged workers. Employers require workers that can adjust to rapid changes, are proactive, vivacious, innovative, and tenacious in trying circumstances. It is a crucial decision to make people feel inspired and happy to be a part of the organization goal in order to inspire innovation ideas and for the greatest performances. The concept of employee engagement obtain popularity in order to meet these demands, as a way to increase worker productivity, maintain competitiveness in a very difficult global economy, and succeed as a company. These days, corporations are expecting more of their employees than ever before, which has made employee engagement essential. They are more likely to show initiative in finding answers, put up voluntary effort, and maintain calm under pressure. This enhanced commitment leads to sustainably growing organizations and cultivates a culture of continuous development. Work-life balance is affected by employee engagement. Employees who feel appreciated, and have a strong sense of purpose at work. They are likely to be happy, and satisfied which prevents their environment, and burnout. Organizations which prioritize employee-centric initiatives such as flexible work hours, comprehensive wellness programs, and supportive workplace cultures contribute to build up job satisfaction and overall quality of life. A offset work-life dynamic further boosting productivity, creativity, and effective decision-making, ultimately benefiting both the individual and the organization.

Conversely, disengagement can lead to destructive effects which in results on reduced productivity, increased absenteeism, and higher turnover rates. Disengaged employees normally lack motivation and a sense of belonging, which can erode team cohesion and morale. This negative effect can ripple across the organization, obstruct overall performance. Consequently, encourage a work environment characterized by the transparent communication, opportunities for professional growth, and consistent recognition is essential for sustaining employee engagement. For recognizing the intrinsic connection between employee engagement and organizational

performance, many organizations are executing employee centered strategies. Professionals play a dominant role in this regard, like designing and implementing the policies that results on employee satisfaction, facilitate career advancement, and cultivate a psychologically safe workplace. By fostering an inclusive and motivating environment, organizations can magnify employee retention in returns drive operational efficiency, and maintain a competitive advantage in the global market.

The research examines the relationship between organizational performance and employee engagement, two of the biggest issues facing the business world. The moderating influence of personality factors and the mediating effect of turnover intention on organizational performance and employee engagement are also investigated in research.

## **1.2 STATEMENT OF THE PROBLEM**

Employee Engagement have unfolded as a key factor of company achievement, significantly influence productivity, innovation, and overall performance. Companies like Strada at Infopark are increasingly focusing on enhancing employee engagement to maintain a competitive edge. However, despite the growing emphasis, understanding the factors that play a part in employee engagement and its succeeding effect on organizational performance continue as challenge.

Existing research predominantly focuses on generalized employee engagement factors without considering the combined effect of demographic variables and personality traits on engagement levels and turnover intention. Moreover, limited studies have explored the relationship between turnover intention and its directly influence on organizational performance in the context of companies operating in the technology sector, such as Strada Global. This gap in the literature forms the foundation for the present study.

This research will specifically analyze Strada Global at Infopark, a leading technology firm, to evaluate the level of employee engagement, assess the influence of demographic factors on engagement, and investigate the moderating role of personality traits in shaping turnover intentions. Furthermore, it will explore how turnover intention have an effect on company's organizational performance.

By concentrating on a real-world scenario, this study will provide actionable insights into the factors driving employee engagement and offer recommendations to minimize turnover intention. The findings are expected to serve as a valuable resource for Strada Global Management and HR

professionals in designing targeted engagement strategies, thereby enhancing both employee satisfaction and overall organizational effectiveness.

### **1.3 SCOPE OF THE STUDY**

Employee engagement plays a crucial role for driving organizational achievement, which includes influencing productivity, employee's satisfaction, and aggregate business performance. In the competitive IT sector, companies like Strada Global at Infopark recognize the importance of maintaining an engaged workers to remain competitive edge and retain talent. However, employee engagement level can change according to the factors such as demographics and personality traits, which again influence employee's intention to stay or leave. This study aims to give a complete understanding of how employee engagement has an effect on organizational performance while discovering the influence of demographic factors and the moderating role of personality traits on turnover intention. The research findings will offer actionable insights for organizations that seeks to strengthen employee engagement strategies and improve overall performance.

The study will be conducted exclusively with the data collected from Strada Global, Infopark, focusing on employees across different departments and job roles. The research will be specifically evaluating the level of employee engagement within the organization, analyze the effect of demographic factors like age, gender, educational qualifications, and work experience, and assess how personality traits influence turnover intention. Furthermore, the study will investigate how turnover intention directly influence the company's performance. This study is limited to the employees of Strada Global and does not include external stakeholders or other organizations, ensuring a focused and in-depth analysis of the internal dynamics of the company.

### **1.4 VARIABLES FOR THE STUDY**

The variables are classified into three main categories. Independent variables, Dependent Variable, and Moderating Variable. Each variable plays a crucial role in analyzing the relationship between employee engagement and organizational performance.

#### **I. Independent Variables:**

- **Employee Engagement:** The main independent variable in this study is employee engagement. It encompasses aspects like motivation, involvement, organizational commitment, and job satisfaction. The goal of the study is to assess Strada Global's level of employee engagement.
- **Demographic Factors:** Various demographic factors will be taken into account in order to examine their influence on employee engagement. These include age, gender, education, designation, and work experience.

## **II. Dependent Variables:**

- **Organisational Performance:** This refers to how effectively Strada Global meets its objectives, which include operational efficiency, staff satisfaction, productivity, and profitability.
- **Turnover intention:** Here it measure employee's tendency to leave the organisation. Additionally, higher turnover intention frequently has a negative effect on the effectiveness of the business.

## **III. Moderating Variable:**

- **Personality Traits:** In this study, personality traits serve as a moderating variable. Personality traits influence how workers respond to engagement initiatives and perceive their work environment. Openness, conscientiousness, and agreeableness are examples of traits. The study will look into how these characteristics affect the relationship between employee engagement and intention to leave.

## **1.5 OBJECTIVES OF THE STUDY**

1. To evaluate the level of employee engagement.
2. To assess the effect of demographics on employee engagement.
3. To assess the effect of personality on turnover intention.
4. To investigate how turnover intention affects organizational performance.

## **1.6 RESEARCH METHODOLOGY**

In this research methodology, the systematic method is used to examining the connection between organizational performance and employee engagement in IT organizations is described. Measuring the quantitative effects of different employee engagement levels on performance outcomes is the main objective. Using both primary data gathered via surveys and secondary data, a structured research methodology will be used to accomplish this study.

### **1.6.1 RESEARCH DESIGN**

This research adopts a descriptive research design to assess the level of employee engagement and its effect on organizational performance. The design is suitable as it provides an accurate representation of the existing relationships between variables, without any manipulation. A quantitative approach is employed to analyse numerical data, allowing for the identification of patterns and correlations between employee engagement, demographics, personality traits, turnover intention, and organizational performance. The study utilizes a cross-sectional design, collecting data at a single point in time, which enables a comprehensive understanding of how employee engagement influences organizational performance within Strada Global.

### **1.6.2 SAMPLE DESIGN AND SIZE**

The target population for the study comprises of employees working at Strada Global, Infopark. To achieve a comprehensive analysis, a sample of 100 employees are selected from various departments and hierarchical levels. A random sampling technique will be applied, allowing the selection of respondents who are readily available and willing to participate. This method is suitable given the time and resource constraints of the study.

### **1.6.3 COLLECTION OF DATA**



This study utilizes both primary and secondary data to meet its goals.

- **Primary data:** Primary data will be collected through a structured questionnaire created using Google Forms. The survey included close-ended questions and 5-point Likert scale questions to measure employee engagement, turnover intention, and organizational performance.
- **Secondary Data:** Additional information will be obtained from pertinent research articles, HR publications, and online sources. These secondary sources will help the primary data analysis and offer context.

#### **1.6.4 RESEARCH INSTRUMENT FOR DATA COLLECTION AND ANALYSIS**

A structured questionnaire is the primary instrument for collecting data. It includes both Likert scale and closed-ended questions to measure respondent's opinion on a scale. Data analysis is performed using software such as Microsoft Excel and Graphical representations, including bar charts and pie charts, to present the data visually.

#### **1.7 LIMITATIONS OF THE STUDY**

Although this study attempts to offer insightful information about how employee engagement affects organizational performance at Strada Global, Infopark, some limitations may restrict the scope and precision of the results. Furthermore, response bias or social desirability bias could result from the use of structured surveys to collect self-reported data, where individuals might give positive opinions rather than honest views.

Further drawback is that the study is cross-sectional, which means that data is gathered all at once. As a result, it is impossible to analyse how employee engagement and turnover intention have changed over time. More precise information about the changing influence of employee engagement on organizational performance might have been obtained from a longitudinal study. Although the study supports its conclusions with secondary data from journals and internet sources, the quality and accessibility of this data may differ. The findings of the study may be influenced by secondary data that is inaccurate or out of date.

The study also faces limitations in terms of subjectivity in assessing personality traits. Participant's self-evaluation may not always precisely reflect their true personality, also even if standardized personality assessment models have employed. Employee perceptions are used to evaluate organizational performance, and these things might not match real performance data. The accuracy of the results is further limited by the lack of direct access to company's performance data. Furthermore, this study does not control for other variables that can affect employee engagement and turnover intention, such as organizational changes, personal situations, or economic conditions.

Lastly, the differences between cultural and organizational are not extensively considered in this study. Employee engagement determinants may differ across different industries or organizational cultures, limiting the applicability of the findings to other sectors or regions. Despite these limitations, the study will still provide valuable insights into the relationship between employee engagement, personality traits, and organizational performance at Strada Global, Infopark, contributing to future research and organizational decision-making.

## **1.8 CHAPTER OUTLINE**

The study is separated into five chapters. Each part of the study is essential to its successful conclusion. The contents of each chapter are summarized as follows:

### **1.8.1 INTRODUCTION**

The research topic is summarized in the Introduction chapter, which also explains the significance of evaluating employee engagement and how it affects organizational success. Background of the study, research problem statement, research objectives, hypothesis, and significance of the study are all included. The study's scope, the research gap, and the rationale for conducting the research are all covered in this chapter.

### **1.8.2 LITERATURE REVIEW**

The chapter on literature review provides a thorough examination of earlier studies and theoretical stances on personality traits, organizational performance, employee engagement, and turnover intention. In order to build the theoretical framework of the study, it critically evaluates findings

from research papers, scholarly journals, and reliable internet sources. This chapter emphasizes important ideas, points out gaps in the literature, and shows how this work adds to the scholarly conversation.

### **1.8.3 THEORETICAL FRAMEWORK**

Giving an elaborate understanding of employee engagement and how it affects organizational performance is the main goal of this chapter. Key topics are covered, the relationship between engagement and turnover intention is examined, and the moderating influence of demographic characteristics and personality traits is examined. A thorough corporate profile of Strada Global is also included in the chapter, providing context for the study by revealing details about its organizational structure, work culture, and personnel management procedures.

### **1.8.4 DATA ANALYSIS AND INTERPRETATION**

In the data analysis and interpretation chapter, the data collected through the questionnaire will be analyzed using descriptive analysis. This will involve presenting the findings through tables, charts and graphs to summarize and interpret the responses. The analysis will assess the level of employee engagement how demographic factors relate to engagement, and the influence of personality traits on turnover intention. In addition, the chapter will explore the relationship between turnover intention and organizational performance. Tables will be used to present key attributes and responses, while charts and graphs will visually display trends and patterns. This analysis will provide a clear understanding of these factors relate to the overall performance of Strada global.

### **1.8.5 FINDINGS, SUGGESTIONS, AND CONCLUSION**

Based on the data analysis, the main conclusions of the study are outlined in the last chapter. It provides a comprehensive view of the results concerning the research objectives and hypothesis. The chapter presents useful suggestions for Strada Global to improve employee engagement, lower turnover intention, and enhance organizational performance in accordance with these findings. It

also has a conclusion that highlights the study's contributions to the field of human resource management. Along with describing the study's limitations, the chapter makes recommendations for potential future research topics.

# **CHAPTER 2**

## **REVIEW OF LITERATURE**

**Saks (2019):** Saks emphasized that companies with an active culture are more creative and adaptable. His research indicates that employees that are driven are more inclined to embrace change and encourage organizational advancement. Since the study demonstrates that businesses that prioritize employee engagement can enhance performance outcomes, particularly in dynamic and competitive environment, it is a critical component of organizational success.

**Hewett (2019):** The study examined the relationship between belongingness and employee engagement and performance. According to the authors, when workers feel they belong in their organization, their level of engagement increases significantly. The upshot of this enhanced engagement is an improvement in overall performance, creativity, and collaboration. Businesses that put a high priority on developing inclusive workplace environments that foster a sense of belonging will experience notable increases in employee satisfaction and organizational success, the poll found.

**Gallup (2018):** Gallup claims that motivated employees have lower absenteeism and turnover rates, both of which have a significant impact on the overall success of the company. The paper claims that companies that place up high priority on participation reap substantial financial rewards, including reduced costs associated with hiring and training new employees. Employee involvement boosts morale and productivity, which enhances business culture. In addition to increasing employee satisfaction, the survey found that investing in engagement strategies enhances an organization's financial performance.

**Hewett (2018):** The relationship between employee engagement and team performance was investigated in the study. The authors found that high levels of team engagement lead to improved communication, cooperation, and overall performance. Among engaged workers, support from one another was more prevalent, which fosters a collaborative environment that increases productivity. The study highlights the importance of firms focusing on team engagement strategies to enhance performance outcomes and foster a collaborative work environment.

**Bergheim & Harten (2017):** This study looked at how team dynamics and employee engagement are related. The authors found that improved communication and cooperation among team members result in higher overall performance. More support and idea sharing among involved team members leads to improved problem-solving and creativity. The findings show that in order to boost engagement and advance organization performance it is imperative to foster a culture that values team work.



**Gallup (2017):** Gallup claims that companies with highly engaged employees make 21% more money than those with less involved employees. The findings demonstrate that employee engagement, which in turn boosts productivity, is what drives customer happiness and loyalty. Employee engagement increases the livelihood of exceptional service, which boosts overall performance. Gallup asserts that good leadership is necessary to achieve high level of engagement, underscoring the critical role management plays in fostering engagement.

**Bakker & Demerouti (2017):** The study provided evidence in favor of the notion that staff engagement initiative can effectively increase output and innovation. Performance metrics often improve for companies that prioritize employee engagement and well-being, according to Baker and Demerouti. By creating an environment that foster engagement through meaningful work, recognition, and growth opportunities, organizations can develop a motivated workforce that drives performance and competitive advantage.

**Garcia-Sierra (2016):** This study looked into how relationships at work could be enhanced by emotional intelligence. Emotionally intelligent leaders are better at fostering an engaged workforce because they can identify and meet the needs of their staff, the authors found. Employees that are engaged perform better and are more creative and resilient. According to the results, businesses should spend money on assisting leaders in developing their emotional intelligence in order to create a more engaged and effective workforce.

**Britt (2016):** Britt and associates found that higher level of engagement will foster employee loyalty in their study of the relationship between organizational commitment and employee engagement. This loyalty results in lower attrition rates and better performance. According to the study, organizations that foster a strong sense of purpose and belonging can significantly improve employee engagement and performance metrics because committed employees are more likely to align their effort with the companies.

**Gallup (2016):** Gallup's research indicates that businesses with highly engaged employees outperform their competitors in terms of productivity and profitability, two crucial performance metrics. Though effective management strategies and a healthy work environment, the study emphasized the importance of fostering involvement. Engaged employees are linked to better customer experiences and overall organizational success, providing that investing in employee engagement is essential for improving performance over the long run.

**Kelly O’Leary (2014):** This study looked into how customer happiness and retention are impacted by employee involvement. Customers are more satisfied and loyal when they received better service from engaged staff, the authors found. The research indicates a direct correlation between organizational performance and employee engagement, indicating that companies should invest in engagement activities to enhance customer and employee experiences, ultimately leading to economic success.

**Agarwal & Bhargava (2014):** This study investigated the effects of engaging activities on employee motivation and output, such as professional development and recognition program. Businesses that aggressively encourage participation see a discernible boost in employee satisfaction and productivity, claim Agarwal and Bhargava. Their findings suggest that prioritizing engagement initiative is essential for enhancing organizational performance since engaged employees are more likely to be committed, innovative, and in line with business objectives.

**Bakker (2014):** This study looked at how innovative company practices are impacted by employee involvement. Bakker and colleagues claim that motivated employees are more likely to provide original ideas and solutions, which enhances organizational performance. The study highlights how promoting involvement increases productive and fosters creativity and innovation, two critical components for companies trying to stay ahead of the competition in rapidly changing industries.

**Bakker (2012):** By introducing the Job Demand-Resources (JD-R) model, Bakker made clear that striking a balance between job demands and available resources is what drives employee employment. When given resources like autonomy and social support, engaged workers are more vivacious, committed, and effective.

**Crawford (2010):** Crawford and colleagues investigated how employee engagement and organizational transformation programs relate to one another. They discovered that motivated employees are more likely to actively support and participate in change projects, increasing the chances that they would be carried out successfully. This engagement helps organizations going through transition develop a culture of adaptability and resilience. The importance of involvement in promoting organizational transformation and attaining improved performance outcomes is emphasized in the study.

**Rich (2010):** Rich discovered a significant correlation between employee engagement and work performance. Motivated employees are more energetic, innovative, and productive, according to their research. This study promoting involvement through supportive work environments and effective management strategies is essential for enhancing organizational outcomes. Performance metrics and employee satisfaction are more likely to rise in engagement-focused firms.

**Bakker & Leiter (2010):** The study focused on how work environments and leadership styles affect employee engagement. Bakker and Leiter claim that supportive leadership, open communication, and a positive company culture significantly raise engagement levels. Businesses that prioritize these factors are likely to have higher performance outcomes because engaged employees are more motivated productive, and committed to achieving corporate goals, according to the research.

**Shuck & Wollard (2010):** According to the author's investigation on the relationship between leadership and employee engagement, effective leadership practices significantly increase engagement levels. According to Shuck and Wollard, leaders who inspire open communication, provide support, and recognize employee's accomplishments foster an environment where employee engagement flourishes. Their research indicates that organizations that place a high priority on leadership development and engagement initiatives are likely to see improved performance outcomes because engaged workers are more likely to support company objectives.

**Macey (2009):** Macey and colleagues discussed how employee engagement has several facets and impacts an organization's effectiveness. Their study found that motivated employees are more likely to make extra effort, which improves performance. The study shows that organizations can achieve significant performance increases by prioritizing engagement activities and creating a positive work environment. This underscores the importance of creating an engagement-friendly culture.

**Xanthopoulou (2009):** He and His colleagues looked into how career resources, engagement, and performance are related. It was discovered that having a lot of job resources, such as growth opportunities and supervisor support, increased employee engagement. This engagement then leads to an improvement in job performance. To improve overall performance and achieve strategic goals, the study highlights the significance of organizational practices in creating an environment that is conducive to engagement.

**Macey & Schneider (2008):** A comprehensive framework for understanding employee engagement was developed by this team, emphasizing many facets and how they impact an organization's effectiveness. They found that enthusiastic, innovative and effective employees are more inclined to be involved with their organizations. The authors contend that intentional participation can enhance overall organizational effectiveness. Businesses that want to see significant performance improvements should start targeted initiatives to foster an engaged culture.

**Kular (2008):** In this study Kular and his colleagues examined the effects of several engagement strategies on internal performance. Their research indicates that opportunities for professional development, supportive work environment, and recognition programs significantly boost employee engagement. Businesses who adopt these strategies show improvements in employee satisfaction, retention, and performance outcomes, according to the study's findings. Kular emphasizes the substantial organizational benefits of adopting a holistic approach to engagement.

**Bakker and Demerouti (2008):** This study used the job demands resources (JD-R) paradigm to examine how job resources can result in increased employee engagement, which impacts performance. Employee involvement is more likely when they are provided with adequate resources, such as autonomy, support, and recognition, according to Bakker and Demerouti. Employee engagement increases innovation and productivity, which boosts organizational performance. According to the survey, investing in staff resources is crucial to establishing a thriving workplace.

**Wagner & Harter (2006):** According to a study done in a variety of industries, teams with high level of engagement consistently perform better than those with lower level. Wagner and Harter assert that improving team chemistry and communication is essential for increasing engagement level, which lift performance indicators. The study suggests that by encouraging teamwork, rewarding individual achievements, and establishing an engaging work environment, businesses may enhance employee satisfaction and performance.

**Saks (2006):** He examined the relationship between organizational success and employee engagement, highlights the fact that engaged employees are more likely to be committed, innovative, and productive. His research revealed a direct correlation between engagement levels and key performance indicators like profitability and customer satisfaction. Saks emphasized the importance of company culture and support in fostering engagement, demonstrating that businesses that prioritize employee engagement saw notable increases in productivity, including lower turnover and higher morale.

**Robinson (2004):** The relationship between employee engagement and loyalty was examined in this study. The author's findings indicate that organizations with high level of engagement tend to foster more employee commitment, which in turn reduces turnover rates. Employee engagement increases the likelihood that they will perform better and advocate for their organization. The study highlights the importance of creating a supportive workplace culture where employees feel valued, as this can significantly enhance both individual and organizational performance.

**Sonnentag (2003):** In this research, Sonnentag highlights the importance of job recovery in maintaining employee engagement and performance. According to the study, workers who are able to manage their stress and recover from work related demands are more likely to be engaged and effective. Businesses can improve performance outcomes by increasing employee engagement through the promotion of recovery strategies and work-life balance. The findings suggest that an organization's success depends on its ability to understand how recovery functions in engagement.

**Schaufeli (2002):** According to Schaufeli and colleagues research on the affective aspects of employee engagement, workers are more likely to be engaged when they feel valued and supported. Their research highlights the connection between positive work connections and enhanced job performance. Because engaged employees are not only more productive but also contribute to the development of a positive corporate climate, fostering emotional well-being in the workplace is essential for enhancing overall performance outcomes.

**Harter (2002):** According to Harter's meta-analysis, there is a strong link between employee engagement and organizational performance, particularly in terms of profitability, productivity, and customer satisfaction. Motivated employees significantly improve business success by delivering exceptional customer service and fostering a positive work atmosphere, according to the report. Harter's findings reinforce the idea that employee satisfaction directly correlates with business success and competitive advantage, showing that companies that focus on boosting engagement can expect better performance outcomes.

**Kahn (1990):** He developed the concept of employee engagement, the degree of enthusiasm, commitment and active participation that employees exhibit at work was his most well-known work. He emphasized that engagement, which in turn boosts performance, which is influenced by both individual traits and the workplace. Encouraging employee engagement can lead to significant improvements in an organization's performance and effectiveness since motivated employees are more likely to be productive and positively contribute to the company objectives.

# **CHAPTER 3**

## **THEORETICAL FRAMEWORK**



### **3.1 DEFINITION OF EMPLOYEE ENGAGEMENT**

Although employee engagement has many different meanings, this study takes into consideration that it is “a positive attitude held by the employee for the organization and its values.” Knowing the business context, engaged workers collaborate with coworkers to make better job performance for the benefit of the company (Robinson, Perryman, & Hayday, 2004).

Employee Engagement, which consists of the mental and emotional dedication of workers to their jobs and the company, is a crucial component affecting organizational effectiveness. The concept of employee engagement goes beyond mere job satisfaction. While job satisfaction reflects how happy an employee is with their work and work environment, engagement is a deeper, more comprehensive construct. Engaged employees are emotionally and intellectually committed to their organization's goals. They actively contribute to its success and are willing to go above and beyond their formal job duties to help the organization achieve its objectives. This dedication is fostered by a number of factors which includes, open communication, chances for career advancement, acknowledgment of accomplishments, and a positive workplace culture. Employees are more disposed to go above and beyond the call of duty, when they feel appreciated or motivated and aligned with the organization's vision. Higher level of engagement is linked with lower absenteeism and turnover rates because engaged workers feel more invested and motivated to do their duties in the organization. Organizations may establish a productive and competitive work environment that improves performance and leads to improved business outcomes by giving employee engagement methods top priority.

### **3.2 TYPES, KEY DIMENSIONS, COMPONENTS, AND DRIVERS OF EMPLOYEE ENGAGEMENT**

#### **3.2.1 Employee Engagement Types:**

Three primary categories of employee engagement can be distinguished, each with varying levels of involvement and organizational influence, according to Gallup and other researchers.

##### **1. Engaged Employees:**

The success of an organization depends up on its engaged employees. Additionally, to carrying out their duties, they actively support the company's objectives. They use their talents to further the company, driven by creativity and passion.

## **2. Not Engaged Employees:**

Employees who are not engaged concentrate only on their work and show little interest in the development or larger goals of the company. Their efforts are small and have little effect on the performance of the organization because they lack zeal and collaboration with colleagues.

## **3. Actively Disengaged Employees:**

Being Disengaged Actively Workers frequently miss deadlines and perform poorly. They undercut organizational efforts as a result of their job discontent, which has a detrimental effect on performance and makes it more difficult to attain objectives.

### **3.2.2 Key Dimensions of Employee Engagement:**

Employee engagement is comprised of several key dimensions that collectively influence its effect on organizational performance:

- **Cognitive Engagement:** Employees are mentally invested in their roles, solving problems creatively, and thinking critically about the work at hand. This cognitive commitment leads to higher levels of productivity and innovative problem-solving.
- **Emotional Engagement:** Employees feel an emotional connection to their work and organization. They are emotionally invested, which fuels their enthusiasm and motivation to contribute to the organization's success.
- **Physical Engagement:** Engaged employees are not just mentally and emotionally connected to their work but are also physically involved. They bring energy, effort, and persistence into their daily tasks, often going beyond the minimal requirements.

### **3.2.3 Components of Employee Engagement:**

Employee engagement is made up of core components that define the overall level of engagement in an organization. Understanding these components is key to evaluating the strength of employee engagement and its effect on organizational performance.

1. **Vigor:** Vigor refers to the energy, resilience, and enthusiasm employees bring to their work. Employees with high vigor are mentally alert, physically active, and eager to tackle challenges. This component of engagement drives employees to go the extra mile, contributing to improved productivity and overall performance. Employees with vigor are also more likely to have a positive attitude and be motivated to achieve organizational goals.
2. **Dedication:** Dedication is the emotional investment employees feel toward their work. Engaged employees with high dedication are deeply passionate about their roles and find meaning in their tasks. They feel a strong sense of pride in their work and are motivated to perform well, often striving to make a significant effect on the organization's success. Dedicated employees are also more likely to exhibit loyalty and remain committed to their organization in the long term.
3. **Absorption:** Absorption refers to the extent to which employees are mentally immersed in their work. Employees who are highly absorbed in their tasks often lose track of time and are fully engaged in their work activities. This deep level of involvement leads to higher quality work, greater attention to detail, and increased creativity. Absorbed employees tend to show greater job satisfaction and are less likely to experience burnout or turnover intention.

### 3.2.4 Drivers of Employee Engagement:

While engagement is a critical factor for organizational success, it doesn't happen on its own. Several factors influence whether employees are engaged at work. These drivers of engagement vary from organization to organization, but certain common elements have been identified as strong contributors to fostering engagement.

1. **Leadership:** Strong leadership is one of the most critical drivers of employee engagement. When leaders are transparent, communicative, and supportive, employees feel more valued and connected to the organization. Effective leaders inspire, motivate, and empower their teams, creating a culture of trust and respect that drives engagement. Leaders who provide

clear direction and encourage employee growth tend to see higher engagement levels within their teams.

2. **Organizational Culture:** An organization's culture plays a huge role in fostering engagement. A positive, inclusive, and supportive culture encourages employees to be themselves and to contribute fully to the organization's success. Employees who feel a sense of belonging, who identify with the organization's values, and who work in an environment that aligns with their own values are more likely to be engaged. Organizational culture shapes the work environment and influences how employees interact with each other and with the organization's mission.
3. **Job Design and Role Clarity:** Employees who have clear roles, defined responsibilities, and meaningful work are more likely to be engaged. Job design that allows for autonomy, skill variety, task significance, and opportunities for personal growth leads to higher engagement levels. Employees who understand their role in achieving the company's mission are more committed to their work and contribute more effectively. Additionally, opportunities for learning, development, and career growth can significantly increase engagement, as employees feel that they are developing their skills and advancing their careers.
4. **Recognition and Reward Systems:** Recognition and rewards are essential drivers of employee engagement. When employees feel appreciated for their efforts, they are more likely to stay engaged in their work. Recognition doesn't always need to be monetary; verbal recognition, career advancement opportunities, and awards for achievements also contribute to a positive and engaging work environment. An organization that values and acknowledges its employees' contributions helps create a more motivated and committed workforce.
5. **Work-Life Balance:** A good work-life balance is crucial for maintaining high levels of employee engagement. When employees feel they can manage their work responsibilities alongside their personal lives, they are more likely to remain engaged and satisfied with their jobs. Offering flexible work schedules, remote working options, and providing support for personal responsibilities can reduce stress and increase engagement. Employees who feel that their well-being is prioritized are more likely to remain dedicated to their work and contribute positively to organizational performance.
6. **Employee Development and Growth:** Opportunities for personal and professional development are powerful drivers of employee engagement. Employees who see clear career advancement opportunities, such as training programs, mentorship, or promotion paths, are more likely to stay engaged with their work. Development opportunities allow

employees to expand their skills and grow within the organization, creating a sense of purpose and accomplishment. Organizations that invest in employee growth demonstrate a commitment to their employees' future, increasing engagement levels and job satisfaction.

- 7. Communication and Feedback:** Open and transparent communication fosters trust and keeps employees engaged. When employees feel informed and involved in the decision-making process, they are more likely to feel connected to the organization. Feedback, both positive and constructive, helps employees understand how they are performing and where they can improve. Regular feedback, paired with opportunities for improvement, encourages employees to stay focused on their work and feel confident in their role within the company.
- 8. Employee Well-Being:** Employee well-being is an essential driver of engagement. Employees who are mentally and physically healthy are more likely to be engaged in their work. Organizations that provide resources for mental health, wellness programs, and initiatives that promote a healthy work environment often see higher engagement levels. When employees feel supported in managing their well-being, they are more focused, motivated, and productive, which in turn contributes to improved organizational performance.
- 9. Positive Work Environment:** A work culture that is supportive, inclusive, and respectful fosters employee engagement. Employees who feel safe and supported in their work environment are more likely to be motivated and committed to their tasks.

### **3.3 ORGANIZATIONAL COMMITMENT AND ALIGNMENT WITH VISION**

Employee engagement is not just about the tasks that employees perform; it's about how well they identify with the organizational vision. Employees who feel connected to the company's purpose are more likely to remain engaged and contribute meaningfully. When employees are aligned with the company's core values and mission, they take pride in their work and are driven by a shared sense of purpose. This alignment fosters a collaborative environment where employees work together towards common goals, which enhances overall organizational effectiveness.

### **3.4 MEASUREMENT OF EMPLOYEE ENGAGEMENT**

Measuring employee engagement is essential for understanding the level of commitment, satisfaction, and investment employees have in their work. Employee engagement surveys are the most common method, using tools like Gallup Q12 and Utrecht Work Engagement Scale (UWES) to assess engagement across various dimensions, such as vigor and dedication. Organizations can also use custom surveys focused on specific factors like leadership, recognition, and career development. Another effective method is 360-degree feedback, which gathers input from supervisors, peers, and subordinates, providing a comprehensive view of an employee's engagement. The Employee Net Promoter Score (eNPS) is a quick tool to measure loyalty, asking employees how likely they are to recommend the company as a great place to work. Additionally, employee performance and productivity metrics reflect engagement levels, as highly engaged employees tend to produce better results. Absenteeism and attendance records serve as indirect indicators, with lower absenteeism typically linked to higher engagement. Focus groups and interviews offer qualitative insights, allowing employees to express their thoughts in more detail. In the digital age, social media and internal forums are useful for tracking employee sentiment, as engaged employees often contribute to these platforms. By using a combination of these methods, organizations can gain a clear picture of employee engagement, identify areas for improvement, and implement strategies to boost overall performance.

### **3.5 DEFINITION OF ORGANIZATIONAL PERFORMANCE**

Organization's capacity to successfully achieve its goals and objectives is referred to as organizational performance. It is a crucial indicator of its overall success and capabilities. A wide range of criteria, such as financial performance, operational effectiveness, customer happiness, and employee engagement, are included in this notion and together show how well the company is doing. Both quantitative and qualitative metrics are commonly used in performance evaluation. For example, quantitative measures may include productivity rates, profit margins, and revenue growth, in which it offers specific information on operational and financial health. On the other hand, qualitative elements like customer feedback, staff morale, and a workplace culture provide more depth understanding of the relationships within and beyond the company. Thus, organizations can find its opportunities for advancement and define their strengths by measuring these different aspects, which helps them to fix everything to achieve their strategic goal. This

comprehensive strategy not only improves operational efficiency, also significant for maintaining a competitive advantage in the market, allowing businesses to adjust with volatile circumstances and to satisfy the consistently changing demands of the stakeholders. Eventually, making wise decisions and achieving long-term success requires a deep grasp of organizational performance.

### **3.6 DIMENSIONS OF ORGANIZATIONAL PERFORMANCE**

Organizational performance contains a number of important factors that together shows how well an organization achieves its objectives. Financial, operational, and market performance are the main three dimensions. Metrics that provides information about an organization's financial health, like revenue growth, profitability, and return on equity, are regularly used to evaluate financial performance. Operational performance, which is measured used metrics like productivity rates, process optimization, and cost management, is concerned with internal procedure, output quality, and efficiency. Market share, brand strength and customer loyalty are all indicators of an organization's standing in the marketplace that are reflected in its success. Additionally, factors like employee performance and innovative ability are critical. Innovation generates competitive edge, and engaged workforce increase productivity and creativity. Ultimately, by taking a comprehensive approach to these factors, firms can discover their advantages and disadvantages, leading to strategic improvement.

### **3.7 MEASUREMENT OF ORGANIZATIONAL PERFORMANCE**

To conduct a thorough and comprehensive review of an organization, assessing organizational performance is a key composite process that combine both the quantitative and qualitative methodologies, mainly when considering about engagement of the employee and how it is going to influence performance. Financial metrics like return on investment (ROI), revenue growth rates, and net profit margins are examples of quantitative measures that are significant for measuring sustainability and health of the economy. Operation measures that evaluate the effectivity and efficiency of internal processes, such as cycle time, efficiency ratios, and defect rates, also make a contribution. Though they can't always capture the whole picture, these numerical indicators of a good starting point for evaluating performance. Qualitative measurements are just a significant, instruments like customer feedback and employee satisfaction surveys enable businesses to assess customer views and employee morale, providing insights that may be overlooked by strictly quantitative data. Assessments of the organization's reputation can also show how external

stakeholders perceive it, describing how employee engagement effects overall brand equity. These desperate performance metrics are frequently combined using the Balance Scorecard framework which aligns them with strategic goals in a number of areas, that includes internal processes learning and growth, financial performance, and customers satisfaction. Organizations may make well informed strategic decisions comprehend the entry cases of their performance and ultimately increase their effectiveness with all income passing strategy. Organizations can obtain a comprehensive perspective that not only accesses success but also identify is areas for development by combining quantitative and qualitative measurements especially when it comes to developing and engaged culture that propels corporate performance.

### 3.8 FACTORS INFLUENCING ORGANIZATIONAL PERFORMANCE

Organizational performance is formed by a number of important aspects that affect how well a company earns its objectives and reacts to fluctuating market conditions.

- **Strategic Alignment:** A clear connection between individual responsibilities and company goals guarantees that all workers follow the same goals, increasing productivity and efficiency in meeting targets.
- **Employee Engagement:** Dedicated and productive workers are more engaged. Reduced turnover rates and improved customer service are two benefits of high levels of engagement that can eventually improve performance.
- **Leadership:** Establishing goals, inspiring staff, and generating an innovative and accountable culture all depend on visionary leadership. Good leaders motivate groups and foster an atmosphere that encourages excellence.
- **Organizational Culture:** Employee engagement and morale can be upraised by an organization's positive culture, which promotes cooperation, communication, and values. Strong organizational cultures are more likely to draw in and keep talent.
- **Resource Management:** It's always critical to use human, financial, and technological resources effectively. Waste can be decreased and operational effectiveness improved by organizations that allocate resources optimally.



- **Innovation and Adaptability:** To keep a competitive advantage, people must be capable of innovation and adjust according with the fluctuating market circumstances. Companies that promote innovation and adaptability are better in dealing different difficulties.
- **External Environment:** Economic variables, market conditions, and regulatory frameworks all have a big effect on how well an organization does. Remaining competitive requires organizations to remain aware of developments in the outside world.

Businesses can boost productivity and attain long-term success by realizing and controlling these elements.

### **3.9 THE LINK BETWEEN EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL PERFORMANCE**

The following are the various ways employee engagement directly influences organizational performance beyond productivity and retention:

- **Customer Satisfaction:** Engaged employees tend to have a positive attitude toward customers and are more likely to deliver excellent service. This directly influences customer satisfaction and loyalty, which in turn affects organizational performance.
- **Innovation and Creativity:** Engaged employees are more likely to contribute creative ideas and solutions that drive innovation. Organizations that encourage employee engagement are more likely to have a culture of continuous improvement and innovation.
- **Quality of Work:** Engaged employees pay more attention to detail, reducing errors and improving the overall quality of products or services. This leads to higher customer satisfaction and fewer operational issues.

### **3.10 THE ROLE OF COMMUNICATION IN EMPLOYEE ENGAGEMENT**

Effective communication within an organization is a critical component that fosters engagement. When employees feel informed, listened to, and included in decisions, they are more likely to engage. Key points to discuss:

- **Transparency:** Open and honest communication builds trust and engagement. Employees who are well-informed about company goals, strategies, and performance are more likely to align themselves with the organization's mission.
- **Feedback Mechanisms:** Regular feedback helps employees understand how they are performing and how they can improve. It also shows that their opinions and contributions are valued, which boosts engagement.
- **Employee Voice:** Engaged employees often feel empowered to share their ideas and opinions. Encouraging employee input in decision-making processes can enhance engagement and innovation.

### 3.11 WHY PRIORITIZING ENGAGEMENT IS ESSENTIAL

For organizations to thrive in a competitive and dynamic business environment, prioritizing employee engagement is essential. Organizations that actively foster a culture of engagement can:

- **Attract Top Talent:** Engaged organizations are seen as attractive employers. High levels of employee engagement help attract talented individuals who are looking for a supportive, rewarding work environment.
- **Build Resilience:** Engaged employees are more resilient in the face of change, adapting more quickly and positively to new challenges, which is essential for long-term sustainability in an ever-changing market.
- **Create a Competitive Advantage:** Engaged employees are the driving force behind an organization's ability to innovate, improve processes, and stay ahead of competitors. Their motivation and commitment to excellence directly influence the organization's success.

### **3.12 THE EFFECT OF EMPLOYEE ENGAGEMENT ON ORGANIZATIONAL OUTCOMES**

Employee engagement has a profound effect on organizational outcomes, particularly in relation to overall organizational performance. Engaged employees are emotionally invested in their work and committed to their organization's success. This high level of engagement often translates into increased productivity, better quality of work, and improved customer service, all of which contribute directly to organizational performance. Engaged employees are more likely to put in discretionary effort, go above and beyond their job responsibilities, and demonstrate higher levels of innovation and creativity. These behaviours can lead to higher operational efficiency, improved profitability, and enhanced competitive advantage for the organization.

Furthermore, employee engagement has been linked to reduced turnover and lower absenteeism, which positively affects organizational outcomes. When employees are engaged, they tend to stay with the company longer and are less likely to take unnecessary leaves, resulting in reduced recruitment and training costs and ensuring continuity and consistency in organizational performance. Engaged employees also exhibit higher levels of commitment and loyalty, leading to greater organizational stability and a stronger organizational culture. This, in turn, fosters a positive work environment, which supports sustained high performance across various departments and business units.

In addition to these direct effects, employee engagement can also influence employee satisfaction, team collaboration, and organizational commitment, all of which contribute to improved organizational outcomes. Organizations with higher levels of employee engagement are often better equipped to adapt to change, drive innovation, and meet the challenges of a competitive market. Ultimately, the relationship between employee engagement and organizational performance underscores the critical role of a motivated, committed, and engaged workforce in achieving long-term success.

### **3.13 EFFECT OF TURNOVER INTENTION ON ORGANIZATIONAL PERFORMANCE**

Turnover intention refers to an employee's deliberate consideration of leaving the organization. When turnover intention is high, it can significantly disrupt organizational performance. Employees who are planning to leave often reduce their level of commitment, effort, and productivity, which can lead to declines in both individual and team performance. Increased turnover intention also leads to higher absenteeism, as employees disengage from their roles.

Additionally, the organization may face additional costs in recruiting, training, and onboarding new employees, all of which can negatively affect the overall performance and efficiency of the organization. High turnover intention often results in a loss of institutional knowledge, expertise, and continuity, making it harder for the organization to achieve its goals effectively.

### **3.14 TURNOVER INTENTION AND EMPLOYEE ENGAGEMENT: EFFECT ON ORGANIZATIONAL PERFORMANCE**

- 1. Turnover Intention and Employee Engagement:** Employee engagement is inversely related to turnover intention. Engaged employees are emotionally and mentally committed to their work, making them less likely to consider leaving the organization. In contrast, disengaged employees are more likely to have high turnover intention, as they feel disconnected from the company's goals and values. High engagement reduces the likelihood of turnover, leading to more stable teams and better performance.
- 2. Employee Engagement as a Strategy to Reduce Turnover:** Organizations can reduce turnover intention by fostering higher employee engagement. This can be achieved by creating a positive work environment, offering career development opportunities, recognizing employees' contributions, and ensuring alignment with the organization's values. Engaged employees are more likely to stay with the company, leading to improved retention and overall performance.
- 3. Reduced Turnover and Increased Productivity:** Low turnover rates, facilitated by high employee engagement, contribute to increased productivity. Employees who stay with the organization are more experienced, knowledgeable, and familiar with the company's culture, which leads to higher efficiency and better job performance. Continuity in the workforce allows teams to work more effectively, enhancing overall organizational performance.

4. **Turnover Intention's Effect on Employee Morale:** High turnover intention can lower employee morale. When employees notice colleagues leaving, it can create a sense of instability, leading to reduced motivation and engagement. In contrast, engaged employees tend to support each other and work collaboratively, which boosts morale and strengthens the organization's performance.
5. **The Cost of Turnover on Organizational Resources:** The financial influence of turnover is significant. High turnover intention often leads to increased recruitment and training costs, as well as the potential loss of skilled talent. These costs detract from the organization's ability to reinvest in growth, innovation, and employee development, ultimately hindering overall performance.
6. **Engaged Employees as Drivers of Innovation and Organizational Success:** Engaged employees are not only more committed but also more likely to contribute to innovative ideas that drive organizational growth. When turnover intention is low, employees have more opportunities to grow within the company and feel invested in its success. This results in a more innovative and productive workforce, leading to better organizational outcomes and long-term success.
7. **Cultural Stability and Enhanced Team Dynamics:** Reduced turnover, facilitated by employee engagement, leads to greater cultural stability. As employees remain with the organization longer, they become stronger advocates for the company culture, which enhances teamwork and collaboration. This cultural stability drives consistent performance, ensuring that the organization can meet its objectives and sustain success.
8. **Linking Engagement and Performance to Long-Term Success:** Employee engagement directly influence turnover intention, which in turn affects long-term organizational performance. A workforce that is both engaged and stable is more likely to meet its performance goals, deliver superior customer experiences, and innovate continuously. This positive cycle of engagement and retention leads to sustained business growth and competitive advantage.

### 3.15 THE ROLE OF PERSONALITY TRAITS IN TURNOVER INTENTION

Personality traits are key determinants of turnover intention, influencing how employees perceive their work, interact with their colleagues, and react to job-related stressors. Certain personality traits predispose employees to either stay committed to an organization or seek employment elsewhere. These traits affect how employees handle challenges, their emotional responses to workplace conditions, and their overall satisfaction with their roles, all of which influence their likelihood of leaving the organization.

- 1. Openness to Experience and Turnover Intention:** Employees with high openness to experience are creative, curious, and willing to embrace change. They are more likely to leave a job if they feel their role lacks stimulation, variety, or opportunities for personal growth. While they engage with challenges enthusiastically, a lack of innovation or progression in the workplace can increase their turnover intention, as they may seek roles that offer greater opportunities for exploration and development.
- 2. Conscientiousness and Turnover Intention:** Conscientious employees are highly reliable, responsible, and focused on achieving their goals. They are less likely to experience high turnover intention because they value stability and the ability to fulfil their work responsibilities. However, if they perceive a lack of recognition or support from the organization, they may feel undervalued, leading to disengagement and eventually higher turnover intention. Additionally, if their work environment lacks structure or rewards for their diligence, their commitment may waver.
- 3. Extraversion and Turnover Intention:** Extraverted employees enjoy social interactions and thrive in dynamic, collaborative environments. If they are placed in roles with limited social engagement or in isolated work conditions, their job satisfaction can decline, increasing turnover intention. Extraverted employees are motivated by positive interpersonal relationships and a stimulating work environment, so when these are lacking, they are more likely to seek employment elsewhere to find more engaging or social work opportunities.

- 4. Agreeableness and Turnover Intention:** Employees with high agreeableness are empathetic, cooperative, and value harmonious relationships with colleagues. They are less likely to leave an organization unless they experience conflict, a lack of appreciation, or an unhealthy work culture. If agreeable employees perceive negative relationships or workplace tension, their turnover intention increases. They may leave to find a more supportive and cooperative environment where they feel valued and understood.
- 5. Neuroticism and Turnover Intention:** Neuroticism is characterized by emotional instability, anxiety, and a tendency to experience negative emotions. Employees high in neuroticism are more sensitive to workplace stressors and may struggle with job dissatisfaction. Their emotional responses to challenges can lead to increased turnover intention as they may feel overwhelmed or unsupported. If they experience high levels of stress without sufficient coping mechanisms or emotional support, they are more likely to seek a new job in a less stressful environment.

### **3.16 THE ROLE OF DEMOGRAPHICS IN EMPLOYEE ENGAGEMENT**

Demographic factors such as age, gender, education, tenure, and cultural background play a key role in shaping employee engagement. These factors influence how employees interact with their work environment, their level of commitment, and overall job satisfaction. By understanding these factors, organizations can develop strategies to enhance engagement and improve organizational outcomes.

- 1. Age and Employee Engagement:** Age affects employee engagement as different age groups have varied priorities. Younger employees seek career development and flexibility, while older employees value job stability and recognition of their experience. Younger employees are most engaged when they experience dynamic, innovative work environments, while older employees are more engaged when offered leadership roles or mentoring opportunities.
- 2. Gender and Employee Engagement:** Gender plays a role in shaping engagement, as men and women may have different needs in the workplace. Women often respond positively

to equal pay, career growth opportunities, and flexible work policies. Gender-inclusive practices, such as offering equal advancement chances, can foster higher engagement among all employees. Addressing gender-specific challenges leads to a more inclusive and engaged workforce.

- 3. Education and Employee Engagement:** Employees with higher education levels often desire intellectual challenges and opportunities for career progression. They are more engaged when involved in leadership or decision-making roles. On the other hand, employees with less formal education may prioritize job security and clear career paths. Tailoring engagement strategies to meet these differing expectations helps organizations keep employees motivated and committed.
- 4. Tenure and Employee Engagement:** Tenure influences engagement as employees with longer service tend to feel more attached to the organization. However, prolonged tenure can sometimes lead to disengagement if roles become repetitive. New employees are often more motivated and eager to prove themselves, but their engagement may decrease without proper support or clear growth opportunities. Balancing the needs of both new and long-tenured employees is important for sustaining engagement.
- 5. Cultural Background and Employee Engagement:** Cultural background influences how employees perceive and engage with their work. Employees from collectivist cultures value teamwork and collaboration, which encourages their engagement. In contrast, employees from individualist cultures prefer autonomy and personal recognition. Organizations that respect and accommodate these cultural differences can foster a more engaged and inclusive workforce.

### **3.17 THE MODERATING ROLE OF PERSONALITY AND DEMOGRAPHICS ON TURNOVER INTENTION**

Personality and demographic factors also moderate the relationship between employee engagement and turnover intention. For instance, employees with high conscientiousness may have a lower turnover intention, even if their engagement levels fluctuate. Similarly, younger employees with less tenure might experience higher turnover intention if they do not feel aligned



with the organizational culture, while older employees may exhibit lower turnover intention due to emotional attachment and career stability.

### 3.18 ORGANIZATIONAL PRACTICES TO ENHANCE EMPLOYEE ENGAGEMENT

Organizations can adopt several practices to improve employee engagement, such as:

- **Employee Recognition Programs:** Recognizing and rewarding employees' contributions boosts morale and engagement.
- **Career Development Initiatives:** Providing opportunities for skill development, mentorship, and career advancement increases engagement and reduces turnover intention.
- **Work-Life Balance Policies:** Flexible working hours, remote work options, and employee well-being programs contribute to higher engagement levels.

### 3.19 THE ROLE OF ORGANIZATIONAL SUPPORT IN EMPLOYEE ENGAGEMENT

Organizational support plays a crucial role in enhancing employee engagement. Employees who feel supported by their organization are more likely to invest their time and energy into their roles.

Discuss:

- **Organizational Culture:** A supportive, inclusive culture promotes engagement by making employees feel like they belong and are valued members of the team.
- **Work-Life Balance:** Organizations that prioritize employee well-being by offering flexible schedules or wellness programs contribute to higher engagement levels.
- **Job Autonomy:** When employees have control over their tasks and decision-making, they are more engaged. Autonomy is a key factor in job satisfaction and engagement.

### 3.20 CHALLENGES IN ENHANCING EMPLOYEE ENGAGEMENT

Challenges that organizations face when trying to improve employee engagement, such as:

- **Lack of Resources:** Some organizations may not have the necessary resources to invest in engagement programs, making it difficult to create a highly engaged workforce.
- **Resistance to Change:** Employees may resist new engagement initiatives or organizational changes, especially if they feel disconnected from the organization's vision.
- **Measuring Engagement Effectively:** Accurately measuring engagement can be difficult. Surveys might not always capture the full extent of employee engagement or disengagement, leading to inaccurate assessments.

### 3.21 DEFINITION OF OTHER KEY CONCEPTS

In order to give the research more clarity and context, this section explains the main concepts used in the study.

#### **Financial performance:**

Financial performance is the mainly the evaluation of an organization's financial operations with the purpose of reaching particular financial objectives within the planned timeline. It involves calculating the financial results of a business's activities and policies, which represents the success and financial well-being of the enterprise.

#### **Employee Turnover:**

The frequency of employees leaving within a company over a given time period is known as employee turnover. This idea can be a sign of both employee satisfaction and organizational health, and it represents the dynamics of workforce stability.

**Turnover intention:**

Describes a person's subjective evaluation of the possibility that they may soon depart from their current company. This idea encapsulates the emotions and ideas that workers have about wanting to leave their positions, offering insights into possible retention issues.

**Personality:**

An individual's personality is unique and largely consistent pattern of emotions, ideas, motivations, and actions. This idea highlights the individuality of every person's psychological makeup and how it shapes their unpredictable human behavior.

**Personality Traits:**

Over time, a person's consistent behavior is influenced by their stable personality qualities. The foundation of personality and these characteristics are influenced by how people respond in different circumstances.

**Conscientiousness:**

Which is a wide one that represents a person's propensity to control their behavior in ways that are acceptable to others. Reliability, and goal-directed behavior are linked to this quality, which boosts overall performance in both personal and professional settings.

## COMPANY PROFILE



### 3.22.1 Overview of Strada:

Strada Global is a top leading multinational organization specializing in human capital management, payroll solutions, and financial management services. With a robust global presence and a highly qualified workforce, Strada Global is dedicated to driving business success through technological innovation and personalized solutions. Strada presents itself as a reliable partner on a customer's way to success, regardless of the local or global nature of their needs. Strada is able to efficiently service businesses all over the world by fusing local knowledge with a global footprint over 33 countries, 25 languages, and 5 continents with more than 1400 companies as clients and 8000 experts as employees.

### 3.22.2 Mission and Vision:

- **Mission:** To empower businesses with innovative technology and expert support, ensuring seamless workforce management and operational excellence.
- **Vision:** To be the preferred global partner in payroll and human capital management by delivering solutions that drive value and growth.

### 3.22.3 Core values:

- **Partnership:** Building long-term, collaborative relationship with clients.
- **Innovation:** Embracing cutting-edge technology to deliver exceptional results.
- **Integrity:** Ensuring transparency and ethical business practices.
- **Excellence:** Striving for outstanding service delivery and customer satisfaction.

#### **3.22.4 Service Offerings of Strada Global:**

Strada Global provides integrated solutions in Payroll Management, Human Capital Management (HCM) and Financial Management to enhance organizational efficiency. Their payroll services ensure accurate, compliant and timely salary processing across multiple countries, adhering to regional labor law and tax regulation. In HCM, Strada Global offers end to end employee lifecycle management, including recruitment, onboarding, performance management and workforce planning. Their analytics driven approach supports effective decision making and talent development.

For Financial Management, the company provides budgeting forecasting and financial data analysis solution. With robust compliance and risk management frameworks, Strada Global enables organizations to make informed financial decisions and maintain operational stability. Through these comprehensive service, Strada Global supports businesses in achieving operational excellence and sustainable growth.

#### **3.22.5 Awards and Recognition:**

Strada's dedicated to excellence and innovation has been recognized with multiple honors, including:

- **Workday Industry Innovation Awards** in 2022, 2023, and 2024.
- **SAP Partner Excellence Awards:** Recognized as Top New Partner and for Success Factors Cloud Bookings.

#### **3.22.6 Relevance to study:**

Strada Global has been selected for this study due to its prominent role in Human Capital Management. As a leading organization with a diverse workforce, it provides an ideal setting to evaluate employee engagement and its effect on organizational performance. The insights gained will be highly valuable for enhancing employee management strategy.

# **CHAPTER 4**

## **DATA ANALYSIS & INTERPRETATION**

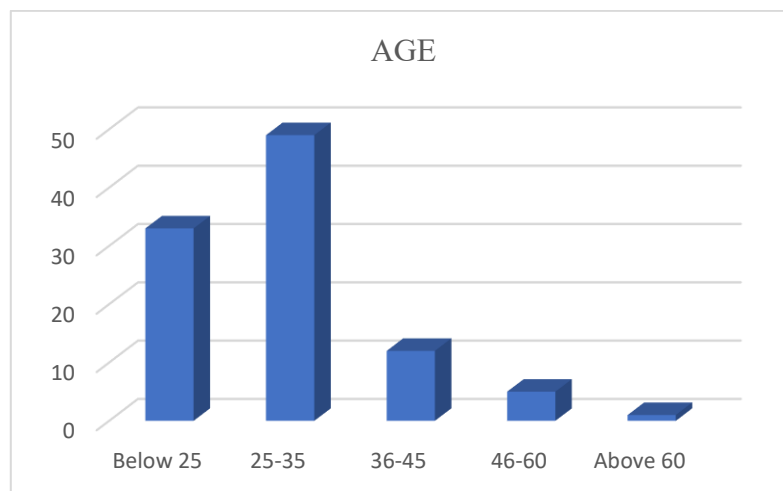
## AGE WISE CLASSIFICATION OF RESPONDENTS

**Table 4.1 age of respondents.**

Age	Respondents	Percentage
Below 25	33	33
25-35	49	49
36-45	12	12
46-60	5	5
Above 60	1	1
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.1 age of respondents.**



(Source: Primary Data)

## INTERPRETATION

The majority of respondents are aged 25-35, creating 49% of the sample. Next, 33% of respondents are below 25, showing a strong youth presence. Only 12% go in the 36-45 age range, pointing fewer middle-aged respondents. 5% are between 46 and 60, reflecting an even smaller older segment. Just 1% of respondents are above 60, indicating a very small senior group. In general, the data disclose a clear trend toward younger participants in the survey. This indicate that younger individuals are more likely to take part in the survey.

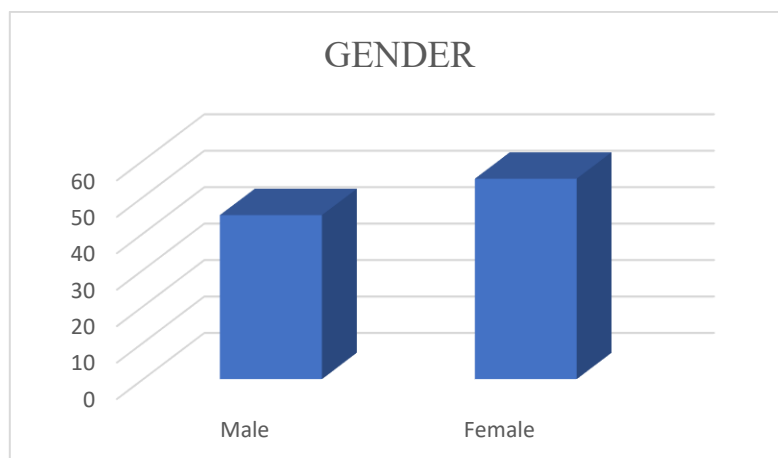
## GENDER WISE DISTRIBUTION OF RESPONDENTS

**Table 4.2** gender of respondents.

Gender	Respondents	Percentage
Male	45	45
Female	55	55
<b>Total</b>	100	100

(Source: Primary Data)

**Figure 4.2** gender of respondents.



(Source: Primary Data)

### INTERPRETATION

Fifty five percent of respondents are female, moderately outweighing the 45% who are male. There are no respondents recognize as "Other," indicating no representation in that category. This suggests a equitably balanced gender distribution, with a small skew toward females. The absence of "Other" responses may reflect the specific group surveyed or lack of diversity in gender identification. Overall, the gender split is almost equal, with a slight female majority. This indicates a diverse but predominantly female respondent base for the survey.



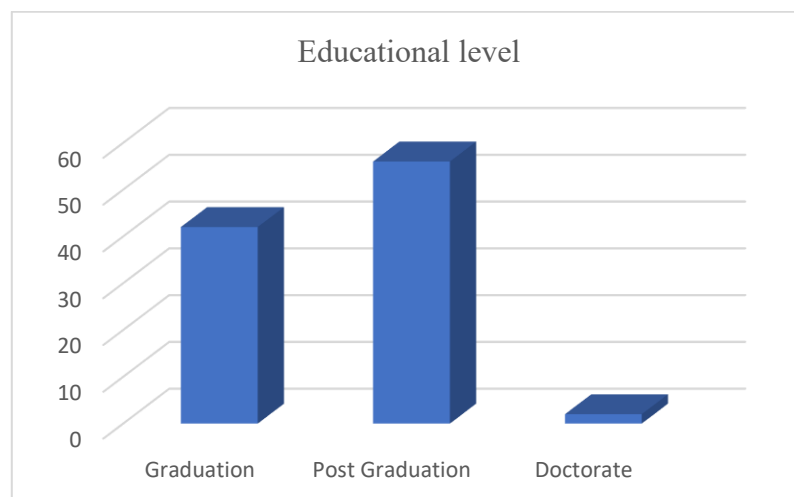
## CLASSIFICATION BASED ON EDUCATIONAL QUALIFICATION

**Table 4.3 educational qualification of respondents.**

Educational Qualification	Respondents	Percentage
Below Graduation	-	-
Graduation	42	42
Post Graduation	56	56
Doctorate	2	2
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.3 educational qualification of respondents.**



(Source: Primary Data)

### INTERPRETATION

Fifty-six percent of respondents have completed their post-graduation, frame this as the largest group. 42% hold a graduation degree, reflecting a significant portion with undergraduate education. Only 2% of respondents have a doctorate, indicating a very small representation in this category. There are no respondents categorized as "Below Graduation," showing all have at least a graduate degree. This point to that the greater number of respondents are highly educated, with most having at least a post-graduate degree. Altogether, the data indicates a highly educated respondent group, with a focus on post-graduates.

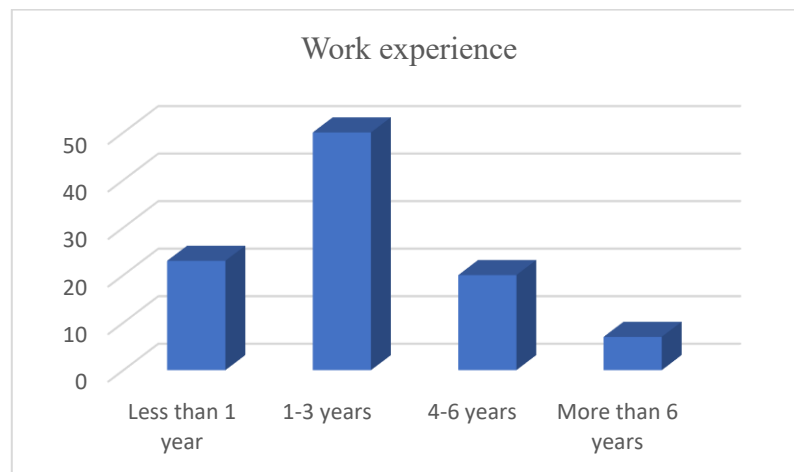
### WORK EXPERIENCE OF RESPONDENTS

**Table 4.4 work experience of respondents.**

Work Experience	Respondents	Percentage
Less than 1 year	23	23
1-3 years	50	50
4-6 years	20	20
More than 6 years	7	7
<b>Total</b>	100	100

(Source Primary Data)

**Figure 4.4 work experience of respondents.**



(Source: Primary Data)

## **INTERPRETATION**

The work experience data shows a distribution of respondents across various career stages. The largest group, 50%, has 1-3 years of experience, denoting that many are in the early stages of their careers. 23% of respondents have less than 1 year of experience, suggesting a cohort that is just joined the workforce, likely recent graduates. 20% have 4-6 years of experience, pointing to individuals who are more established and may be in mid-level roles. Only just seven percent have more than 6 years of experience, denoting a smaller group with broad career experience. This suggests that the workforce is largely concentrated of individuals in the early to mid-career stages.

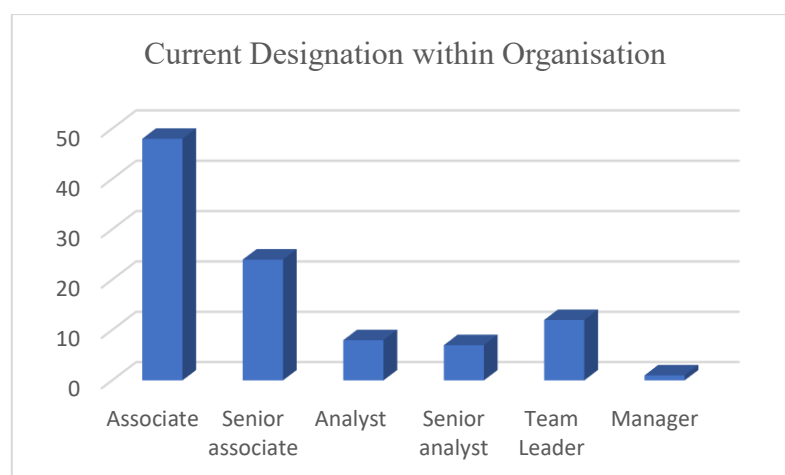
## **CURRENT DESIGNATION OF RESPONDENTS WITHIN THE ORGANISATION**

**Table 4.5 classification of respondents based on their current designation within the organization.**

Current Designation	Respondents	Percentage
Associate	48	48
Senior associate	24	24
Analyst	8	8
Senior analyst	7	7
Team Leader	12	12
Manager	1	1
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.5 classification of respondents based on their current designation within the organization.**



(Source: Primary Data)

## INTERPRETATION

The largest group, 48%, are Associates, indicating most respondents are in the early to mid-stage of their careers. 8% are Analysts, and 7% are Senior Analysts, both in more specialized roles. 12% are Team Leaders, while just 1% hold Manager positions, showing that higher management roles are rare. Overall, most respondents are in associate-level roles, with few in senior or managerial positions.

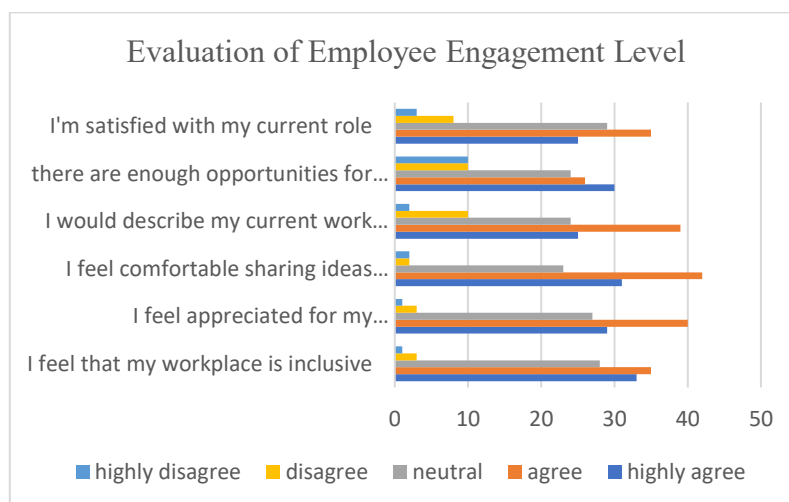
## EVALUATING THE LEVEL OF EMPLOYEE ENGAGEMENT

**Table 4.6 classification based on employee engagement level among respondents.**

Statement	Highly Agree	Agree	Neutral	Disagree	Highly Disagree	Total
I feel that my workplace is inclusive	33	35	28	3	1	100
I feel appreciated for my contributions	29	40	27	3	1	100
I feel comfortable sharing ideas with my team	31	42	23	2	2	100
I would describe my current work environment as positive and supportive	25	39	24	10	2	100
There are enough opportunities for professional growth	30	26	24	10	10	100
I'm satisfied with my current role	25	35	29	8	3	100

(Source: Primary Data)

**Figure 4.6 classification based on employee engagement level among respondents.**



(Source: Primary Data)

## INTERPRETATION

Most employees feel valued, 68% agreeing their workplace is inclusive and 73% comfortable in sharing ideas. However, 64% see the work environment as positive, leaving some room for improvement. Only 56% are satisfied with growth opportunities, and 20% disagree. While many feel appreciated, there's a need for some more better professional development and a more supportive atmosphere for everyone.

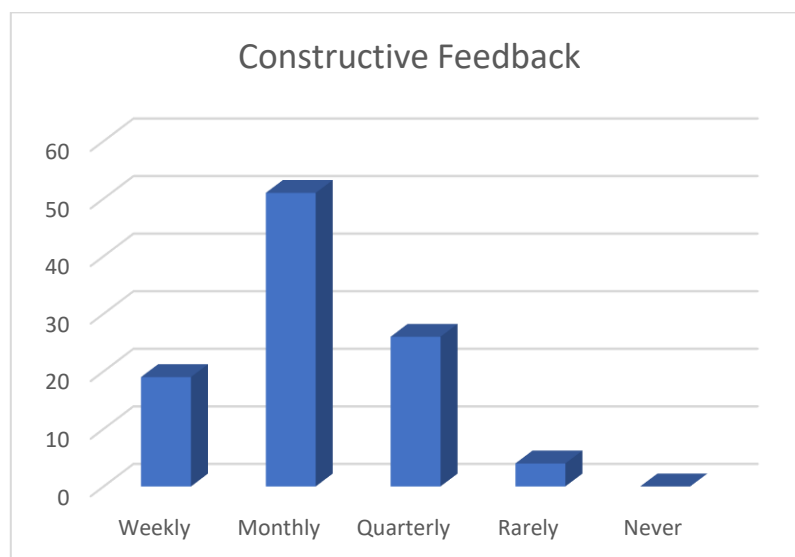
## CONSTRUCTIVE FEEDBACK OF RESPONDENTS

**Table 4.7 classification based on constructive feedback of respondents.**

Constructive feedback	Respondents	Percentage
Weekly	19	19
Monthly	51	51
Quarterly	26	26
Rarely	4	4
Never	-	-
<b>Total</b>	100	100

(Source: Primary Data)

**Figure 4.7 classification based on constructive feedback of respondents.**



(Source: Primary Data)

## INTERPRETATION

The data shows that most respondents (51%) receive feedback monthly, indicating a regular feedback cycle. 26% get feedback quarterly, suggesting less frequent reviews, while 19% receive it weekly. Only 4% reported rarely getting feedback, and no one said they never receive it. Overall, feedback appears to be a regular part of respondents' work life, with most getting it at least once a month.

## RATING ENGAGEMENT AT WORK OF RESPONDENTS

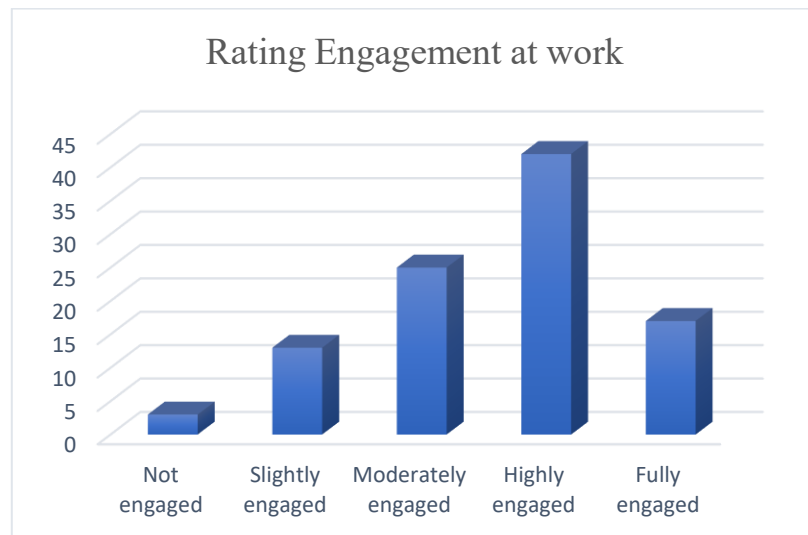
**Table 4.8 rating based on engagement at work.**

Attributes	Respondents	Percentage
------------	-------------	------------

Not engaged	3	3
Slightly engaged	13	13
Moderately engaged	25	25
Highly engaged	42	42
Fully engaged	17	17
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.8 rating based on engagement at work.**



(Source: Primary Data)

## INTERPRETATION

The data shows a range of engagement levels among employees at work. A very small portion of employees feel "Not Engaged" that is 3%, while 13% rated as 2 of their engagement, indicating a relatively low level of involvement. The majority that is twenty five percent, feel moderately engaged with a rating of 3, and 42% are somewhat more engaged, rating their engagement as 4. Particularly, Seventeen Percent of employees report feeling "Fully Engaged" with a rating of 5. Overall, while a significant number of employees demonstrates an average of high level of engagement, but there is still a substantial group with lower engagement level, highlighting potential areas for improvement in fostering a fully engaged workforce.

## FACTORS THAT ENHANCE EMPLOYEE ENGAGEMENT AT WORK

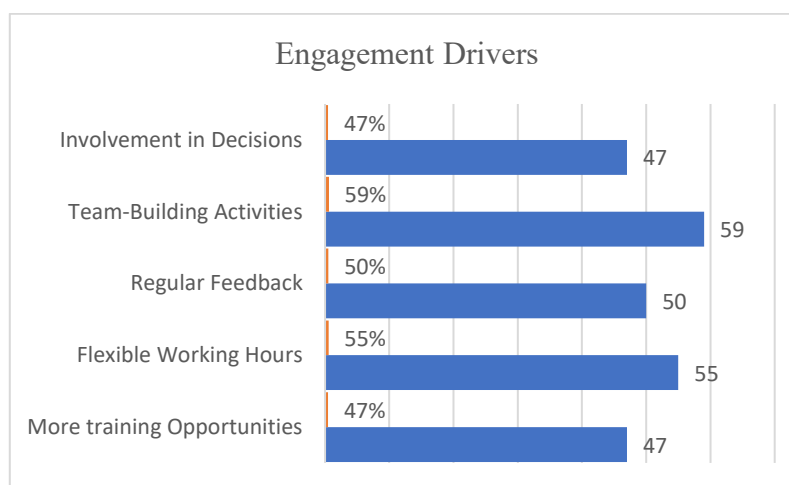
**Table 4.9 factors that enhance employee engagement at work.**

Factors	Respondents	Percentage
---------	-------------	------------

More training Opportunities	47	47
Flexible Working Hours	55	55
Regular Feedback	50	50
Team-Building Activities	59	59
Involvement in Decisions	47	47
<b>Total</b>	<b>258</b>	<b>258</b>

(Source: Primary Data)

**Figure 4.9 factors that enhance employee engagement at work.**



(Source: Primary Data)

## INTERPRETATION

The data highlights key factors that could increase employee engagement. Team-building activities lead with 59%, followed by flexible working hours at 55%. Regular feedback (50%) and more training opportunities (47%) are also important, along with involvement in decision-making (47%). Overall, employees value growth, feedback, and work-life balance, with team-building and flexibility being especially effective.

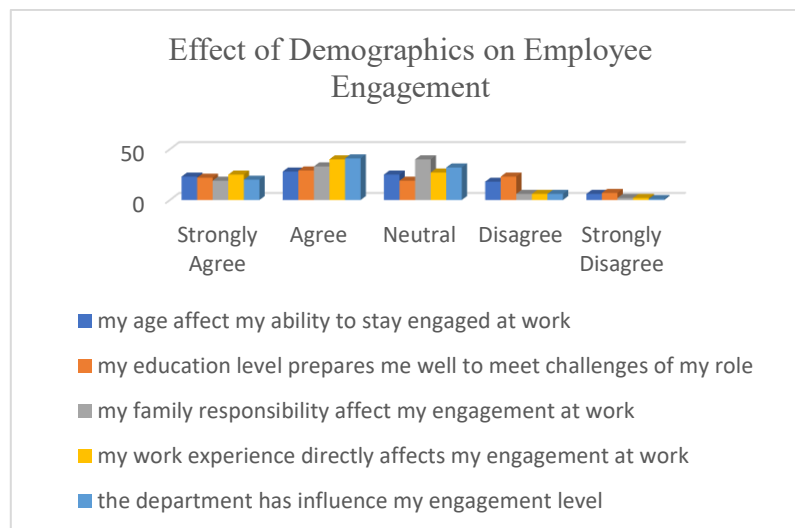
## EFFECT OF DEMOGRAPHIC FACTORS ON EMPLOYEE ENGAGEMENT

**Table 4.10 effect of demographics on employee engagement.**

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
My age affects my ability to stay engaged at work	23	28	25	18	6	100
My education level prepares me well to meet challenges of my role	22	29	19	23	7	100
My family responsibility affects my engagement at work	19	33	40	6	2	100
My work experience directly affects my engagement at work	25	40	27	6	2	100
The department has influenced my engagement level	20	41	32	6	1	100

(Source: Primary Data)

**Figure 4.10 effect of demographics on employee engagement.**



(Source: Primary Data)

## INTERPRETATION

Age influenced engagement for 51% of respondents, while 44% are neutral or disagree. Education affects 51%, with 30% neutral or disagreeing. Family responsibility influences 52%, and work experience has a significant effect, with 65% agreeing. Departmental influence is also important, with 61% agreeing, while only 7% disagree. Overall, work experience and departmental factor seems to play a important role in engagement than age, education, or family responsibilities.

## RANKING THE INFLUENCE OF DEMOGRAPHIC FACTORS ON EMPLOYEE ENGAGEMENT AT WORK

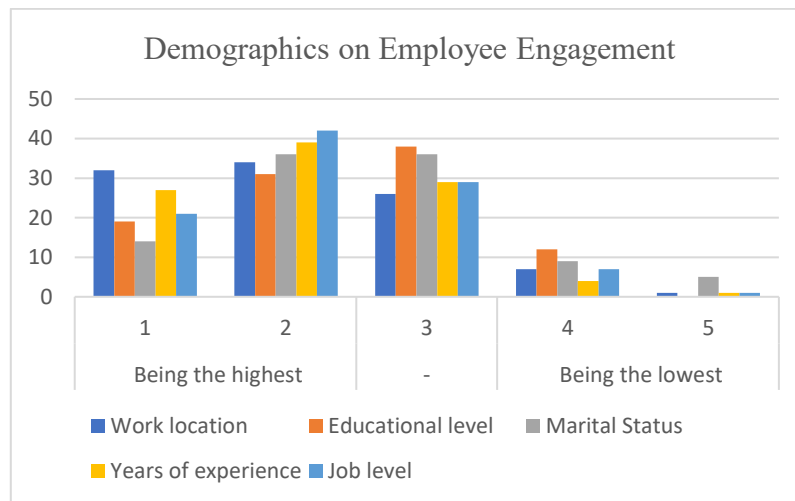


**Table 4.11 ranking of the demographic factors based on their effect on employee engagement at work.**

Demographic factors	Very High (1)	High (2)	Moderate (3)	Low (4)	None (5)	Total
Work location	32	34	26	7	1	100
Educational level	19	31	38	12	-	100
Marital Status	14	36	36	9	5	100
Years of experience	27	39	29	4	1	100
Job level	21	42	29	7	1	100

(Source: Primary Data)

**Figure 4.11 ranking of the demographic factors based on their effect on employee engagement at work.**



(Source: Primary Data)

## INTERPRETATION

The data ranks demographic factors affecting employee engagement, with work location (32%) and education (31%) being the most influential. Marital status and years of experience are also important, with 36% and 39% ranking them second. Job level is significant, with 42% placing it second. Overall, work location and job level have a greater effect on engagement than marital status or education.

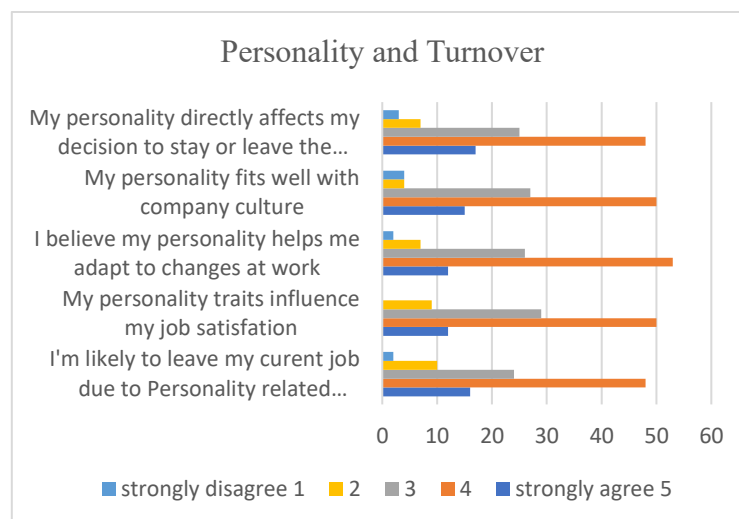
## ASSESSING PERSONALITY EFFECTS ON EMPLOYEE TURNOVER

**Table 4.12 effect of personality on employee turnover.**

Statement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
My personality traits influence my job satisfaction	12	50	29	9	-	100
I'm likely to leave my current job due to Personality related conflicts with colleagues or managers	16	48	24	10	2	100
I believe my personality helps me adapt to changes at work	12	53	26	7	2	100
My personality fits well with company culture	15	50	27	4	4	100
My personality directly affects my decision to stay or leave the organization	17	48	25	7	3	100

(Source: Primary Data)

**Figure 4.12 effect of personality on employee turnover.**



(Source: Primary Data)

## INTERPRETATION

The data shows that personality strongly affects employee turnover and job satisfaction. 64% of respondents agree that personality conflicts with colleagues or managers can lead to thoughts of leaving. 62% feel their personality influences job satisfaction, while 65% believe it helps them adapt to changes and fits with company culture. Overall, personality traits play a significant role in turnover decisions and work experience.

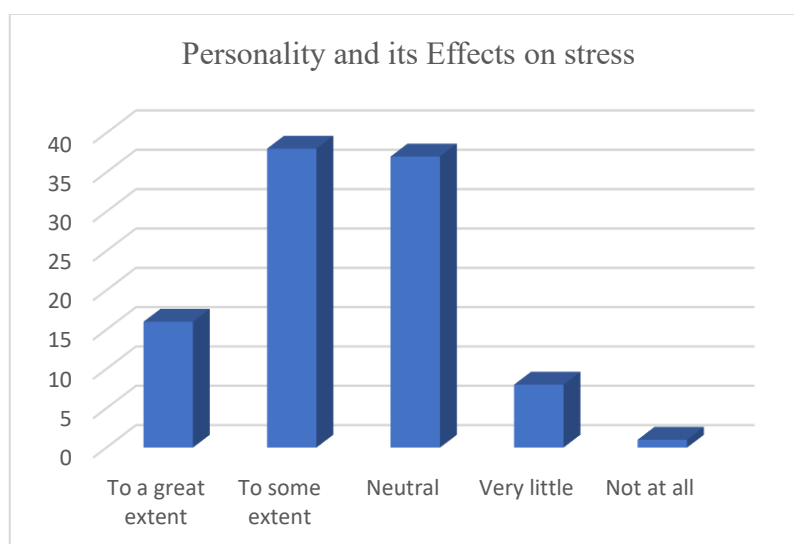
## PERSONALITY AND ITS EFFECT ON WORKPLACE STRESS MANAGEMENT

**Table 4.13 personality and its effect on workplace stress management.**

Attributes	Respondents	Percentage
To a great extent	16	16
To some extent	38	38
Neutral	37	37
Very little	8	8
Not at all	1	1
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.13 personality and its effect on workplace stress management.**



(Source: Primary Data)

## **INTERPRETATION**

The data shows that most people believe personality affects stress management, though opinions vary. 38% think it has some influence, while 37% are neutral. 16% view personality as a major factor, and 8% feel it has little effect. Overall, many believe personality plays a role, but it's not seen as a huge factor for everyone.

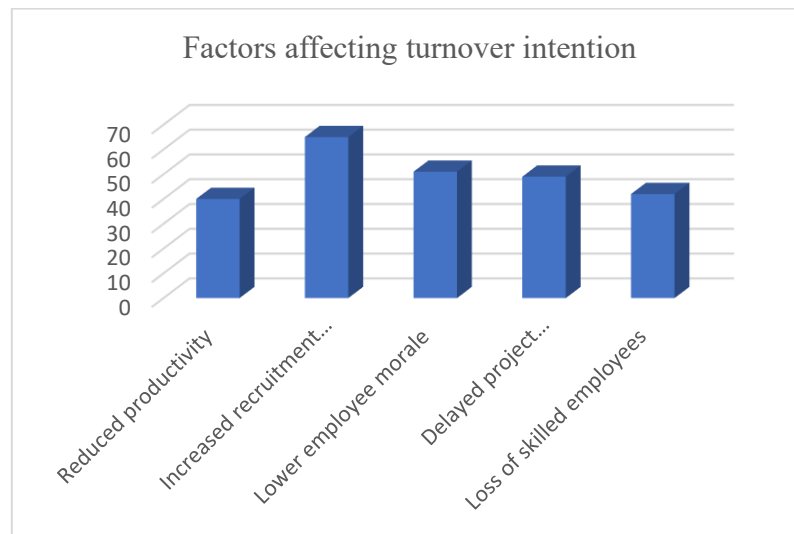
## **FACTORS AFFECTING TURNOVER INTENTION AND ORGANIZATIONAL PERFORMANCE**

**Table 4.14 factors affecting turnover intention and organizational performance.**

<b>Factors affecting turnover intention</b>	<b>Respondents</b>	<b>Percentage</b>
Reduced productivity	40	40
Increased recruitment and training cost	65	65
Lower employee morale	51	51
Delayed project completion	49	49
Loss of skilled employees	42	42
<b>Total</b>	<b>247</b>	<b>247</b>

(Source: Primary Data)

**Figure 4.14 factors affecting turnover intention and organizational performance.**



(Source: Primary Data)

## **INTERPRETATION**

The data reveals key factors driving turnover intention, including increased recruitment costs (65%), lower morale (51%), and project delays (49%). Reduced productivity (40%) and loss of skilled employees (42%) are also significant concerns. Overall, turnover creates broader challenges for organizations, affecting costs, progress, and team morale.

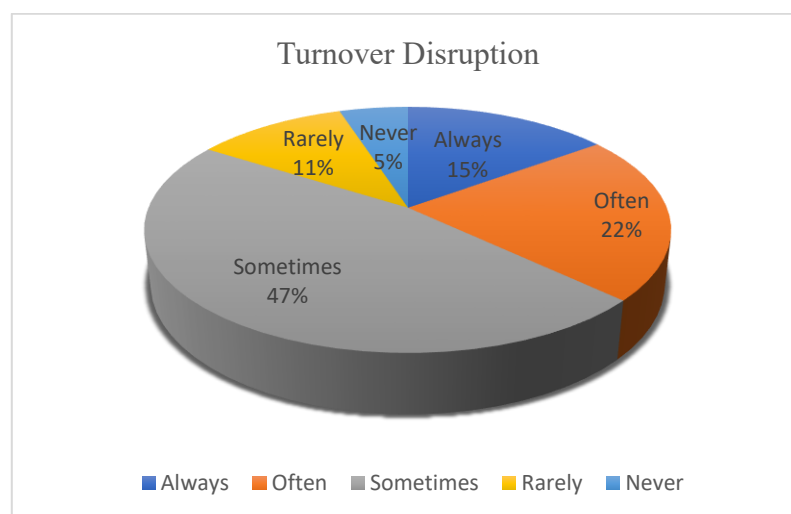
## **FREQUENCY OF DISRUPTION TO TEAM PERFORMANCE DUE TO TURNOVER INTENTION IN THE ORGANIZATION**

**Table 4.15 frequency of disruption to team performance due to turnover intention**

Attributes	Respondents	Percentage
Always	15	15
Often	22	22
Sometimes	47	47
Rarely	11	11
Never	5	5
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.15 frequency of disruption to team performance due to turnover intention**



(Source: Primary Data)

## INTERPRETATION

The data reveals how frequently certain attributes are perceived to affect the respondents. For most people, 47%, the attributes affect them only sometimes, meaning it's more of an occasional concern. About 22% of respondents feel these attributes often influence them, while 15% think they always have an influence. On the flip side, 11% say they rarely feel the effects, and only 5% believe these attributes never affect them. Overall, it seems that while these attributes do matter, they tend to have a moderate or occasional effect for most people.

## ORGANIZATIONAL AREAS AFFECTED BY TURNOVER INTENTION

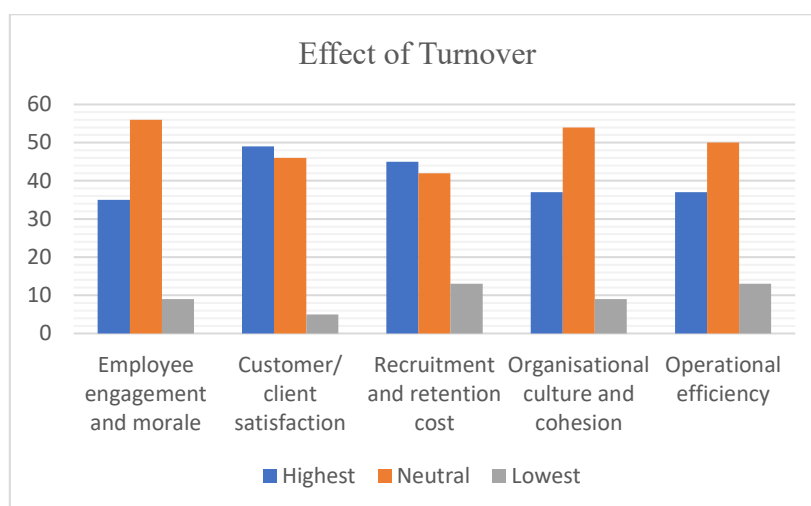
**Table 4.16 organizational areas affected by turnover intention.**

Factors	Highest	Neutral	Lowest	Total
---------	---------	---------	--------	-------

Employee engagement and morale	35	56	9	100
Customer/ client satisfaction	49	46	5	100
Recruitment and retention cost	45	42	13	100
Organizational culture and cohesion	37	54	9	100
Operational efficiency	37	50	13	100

(Source: Primary Data)

**Figure 4.16 organizational areas affected by turnover intention.**



(Source: Primary Data)

## INTERPRETATION

The data reveals how turnover intention affects different aspects of the organization. Employee engagement and morale were the most influenced, with 35% respondents marking it as the highest effect. Customer satisfaction and recruitment costs also felt a strong effect, with 49% and 45% responses, respectively, noting high effects. Organizational culture and operational efficiency were less affected but still saw notable changes, each with 37% responses indicating high effect. Overall, turnover intention seems to influence several key areas, though the level of effect varies.

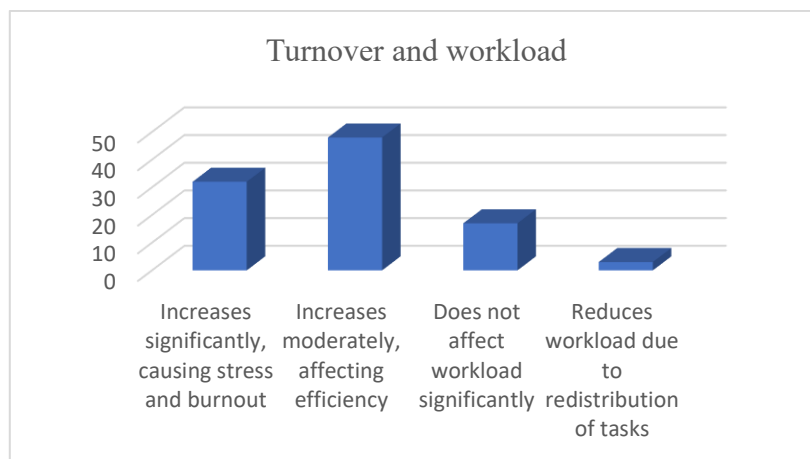
## INFLUENCE OF TURNOVER INTENTION ON THE WORKLOAD OF REMAINING EMPLOYEES

**Table 4.17 influence of turnover intention on the workload of remaining employees.**

Particulars	Respondents	Percentage
Increases significantly, causing stress and burnout	32	32
Increases moderately, affecting efficiency	48	48
Does not affect workload significantly	17	17
Reduces workload due to redistribution of tasks	3	3
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.17 influence of turnover intention on the workload of remaining employees.**



(Source: Primary Data)

## INTERPRETATION

The data shows how turnover intention affects the workload of remaining employees. Most respondents (48%) felt that their workload increased moderately, affects their efficiency. 32% of respondents reported a substantial increase in workload, leading to stress and burnout. Meanwhile, 17% said turnover didn't significantly influence their workload, and just 3% felt their workload reduced due to task redistribution. Overall, it's clear that turnover generally add on to the workload and has a noticeable effect on employee well-being and productivity.

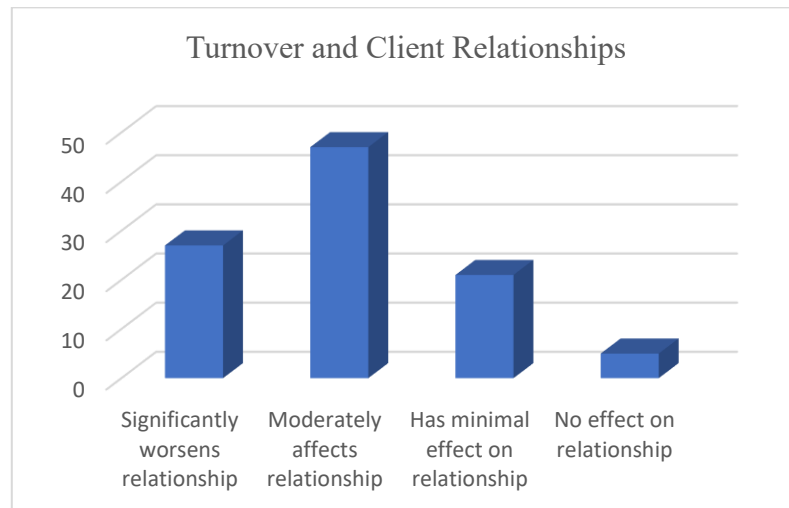
## EFFECT OF HIGH TURNOVER INTENTION ON CUSTOMER OR CLIENT RELATIONSHIPS

**Table 4.18 effect of high turnover intention on customer or client relationships.**

Particulars	Respondents	Percentage
Significantly worsens relationship	27	27
Moderately affects relationship	47	47
Has minimal effect on relationship	21	21
No effect on relationship	5	5
<b>Total</b>	<b>100</b>	<b>100</b>

(Source: Primary Data)

**Figure 4.18 effect of high turnover intention on customer or client relationships.**



(Source: Primary Data)

## INTERPRETATION

The data shows that turnover intention affects customer or client relationships in different ways. Most respondents (47%) felt it has a moderate effect, while 27% believe it significantly worsens relationships. A smaller group (21%) said it has minimal effect, and just 5% felt it has not influenced at all. Overall, it seems that turnover intention tends to harm customer or client relationships, but the extent varies.



**CHAPTER 5**

**FINDINGS, RECOMMENDATION AND  
CONCLUSION**

## FINDINGS

- ❖ With 49% of respondents between the ages of 25 and 35, the survey indicates a predominantly young workforce. Potentially explaining higher engagement but also a greater inclination to leave if expectations are unmet.
- ❖ There are about equal numbers of men and women among the respondents, 45% are men and 55% are women.
- ❖ 42% of respondents having a graduate degree and 56% holding post-graduate degrees. Higher education levels often correlate with increased expectations for professional development, job satisfaction, and organizational commitment, impacting engagement and turnover intention.
- ❖ 50% of employees have only 1–3 years of work experience, highlighting a relatively early-career workforce. These employees may have strong potential for growth but are also more prone to leave if they perceive limited development opportunities or poor workplace conditions.
- ❖ With 48% of the workforce in Associate roles, the organization employs a large number of early-career professionals. These employees may be more likely to leave if they feel underutilized or lack growth opportunities. Development initiatives can improve engagement and reduce attrition.
- ❖ Most employees feel recognized and heard 68% feel appreciated and 73% are comfortable sharing ideas. While these are positive indicators of engagement, further improvements could focus on enhancing growth opportunities to strengthen retention.
- ❖ Only 56% of respondents are satisfied with their opportunities for advancement. This reflects a perceived lack of career growth that, if addressed, could significantly increase engagement and lower intentions to leave.

- ❖ 51% of respondents receive feedback on a monthly basis, indicating that regular performance communication is in place. Constructive and timely feedback contributes to stronger engagement, a sense of connection, and improved performance.
- ❖ A majority of employees (84%) report moderate to high levels of engagement, but 16% show lower engagement. While the organization is largely engaged, targeted strategies should address the needs of the disengaged minority to enhance productivity and reduce turnover risk.
- ❖ Employees highlighted team-building activities (59%), flexible working hours (55%), and regular feedback (50%) as key engagement drivers. Focusing on these areas can increase satisfaction and reduce the likelihood of turnover.
- ❖ Engagement is most affected by work experience (65%), departmental culture (61%), and family responsibilities (52%). Tailoring engagement strategies based on these individual and role-specific factors may optimize workforce involvement.
- ❖ Work location (32%) and education level (31%) were found to be the most significant demographic factors affecting engagement.
- ❖ 64% of employees indicate that personality clashes with managers or colleagues contribute to their intention to leave. This underscores the need for improved relationship management, team dynamics, and conflict resolution practices.
- ❖ Although only 38% agree that personality influences how they manage stress, this still shows that individual traits can affect employee resilience, adaptability, and ultimately, engagement and retention.
- ❖ Lower morale (51%) and higher recruitment costs (65%) are identified as major effects of turnover. These findings highlight the importance of retaining employees to avoid financial strain and maintain a positive workplace culture.

- ❖ 47% of respondents feel turnover-related factors only affect them occasionally. This suggests that while the impact of turnover isn't constant, it is still a concern that requires proactive management of its root causes.
- ❖ 48% of employees report that their workload has somewhat increased due to turnover. This can lead to stress, burnout, and reduced productivity, emphasizing the importance of addressing staffing gaps efficiently.
- ❖ 47% believe turnover moderately affects customer or client relationships. This indicates that high turnover not only disrupts internal operations but also harms external service quality and the company's reputation.

## SUGGESTIONS

- ❖ To provide early-career employees with clear growth pathways and lower turnover intention, Strada Global should provide personalized career development programs.
- ❖ Providing flexible work schedules and work-from-home options can lower attrition and enhance employee engagement, particularly among younger workers.
- ❖ In order to manage personality conflicts, enhance team dynamics, and to lower turnover rates, they should receive leadership training in emotional intelligence and conflict resolution.
- ❖ Providing feedback and acknowledgement more frequently can improve employee engagement and make workers feel appreciated, which can reduce their desire to leave.
- ❖ Strada Global should utilize demographic analytics to create engagement strategies that are specific to certain employee groups, in order to maximize engagement and organizational performance.

## CONCLUSION

The goal of the study is to examine the connection between employee engagement, intention to leave, and organization performance at Strada Global. The results imply that a number of demographic characteristics, including age, education, and job experience, have a direct effect on employee engagement, with younger workers exhibiting large inclinations to leave. These elements show that in order to keep its young employees engaged, Strada Global must prioritize flexibility and professional development opportunities.

Furthermore, the study brought attention to the part, where personality factors contribute in turnover intention. It was discovered that personality conflicts, especially those involving coworkers or managers, were a major factor in employee's decisions to quit. In order to lower turnover rates and improve job satisfaction, it is crucial to cultivate a positive work atmosphere, increase dispute resolution techniques, and concentrate on emotional intelligence.

In summary, employee engagement directly affects organization performance, and the intention to leave affects a number of factors, such as workload, customer connections, and staff morale. Though addressing important factors including career development, work-life balance, and feedback systems, Strada Global can increase employee engagement, lower attrition and boost overall organization effectiveness. In addition to improving internal processes, this will improve customer satisfaction and external relationship.