THE INTERNATIONAL JOURNAL OF BUSINESS & MANAGEMENT

Effects of Employee Engagement on Employee Retention Strategies at the Christian Council of Zimbabwe

Lynch Vurande Zindove
Ph.D. Scholar, Department of Business Management, Aldersgate University, Philippines
Gibbet Murambiwa Magaisa
Lecturer, Department of Business Management Aldersgate University, Philippines

Abstract
The paper focused on establishing factors that can be used to retain employees at the Christian Council of Zimbabwe (CCOZ). Empirical evidence supported the notion that staff turnover is prevalent at the CCOZ, hence the need to carry out a study to remedy the current problem that is affecting the organisation. The research methodology applied in this paper was the quantitative research methodology. The sample size of the study was 100 respondents, and the simple random sampling technique was applied in conducting the study. The study recommended that employee engagement needs to be applied in the organisation in order to increase organisational performance and retain skilled and talented employees in the organisation.

Keywords: Employee engagement, employee retention, employee retention strategies, organisational performance

1. Introduction

Christian Council of Zimbabwe (CCOZ) is a Non-Governmental Organisation (NGO) founded in 1964. It is a vital organisation which provides integrated sustainable development programmes in rural areas, districts and provinces of Zimbabwe. One hundred and sixty five (165) staff has since left the organisation during 2016 - 2019 financial years respectively (Delamont, Atkinson and Parrry, 2004). At Christian Council of Zimbabwe, staff turnover indicates an increasing trend both of planned and unplanned staff turnover for a period of 4 years. These figures are considered to very high indeed by any standards. This is argued, supported and highlighted that no doubt many companies' rates lay between 10% and 15%. In industry and commerce, you would find very few rates which are also the causes of staff turnover.

It is currently funded by Foreign Christian donor partners. Like any NGOs in Zimbabwe competes for donor monies in order to implement its integrated development programmes. The basic criterion for funding mainly depends on good performance. Organisational performance is dependent upon the good performance of the employees. With the high staff turnover rate at the CCOZ it automatically becomes difficult for the organisation to achieve its expected outcomes as staff will be always leaving the organisation. It is however, critical for organisations to pay particular attention to the grievances of their employees at all levels in order to avoid staff turnover. Employees are the assets of any organisation, they are needed and play significant roles; they might not be part of the organisation if their roles were insignificant. It is therefore, essential to ensure that all signs of demotivation should be urgently dealt with in order to avoid staff turnover (Burton, 2012).

1.1. Employee Engagement

Kahn is regarded as the pioneer of employee engagement. Employee engagement is critical in an organisation, as it attaches the employees to their respective work roles (Kahn, 1990). If the work roles of the employees are not attached, it becomes easy for the employees to lose commitment and hence become demotivated, eventually leading them to leave the organisation in search of greener pastures. Deriba, Sinke, Ereso and Badacho (2017) note that three major conditions have to be in place if employee engagement has to be successful and these are: psychological meaningfulness, safety and availability.

- Psychological meaningfulness however, implies that the employees should feel to be worthwhile, useful, valuable and important, especially if their work is challenging, varied and is creative allowing them to be autonomous.
- Safety depicts the ability by the employees to operate without having fear or negative consequences to their self image, status and career.
- Availability reflects the ability by the employees to possess the physical, emotional and psychological requirements that are required to be employed in their work roles (Deriba et al., 2017).

Melcrum (2005) asserts that employee engagement constitutes three major areas which are: cognitive commitment, affective commitment and behavioural commitment. Cognitive commitment deals with the employees' intellectual capabilities that the employees have regarding, belief and support to the organisation's vision, mission and objectives.

Affective commitment is the loyalty, devotion, the sense of belonging and the satisfaction that the employees have to work for the organisation.

Many organisations have made efforts to address their employee engagement concerns in order to induce employee commitment (Anderson, 2017). There is a strong link that exists between good organisations and their performances (Croswell, 2017).

In the Bath Model, there are eleven human resources practices which are: training and development, performance appraisals, career opportunity, job security, recruitment and selection, pay satisfaction, work-life balance, job challenge/job autonomy, team working involvement and communication. These eleven variables were linked into the ability, motivation and opportunity processes and eventually led to employee commitment, motivation and job satisfaction. Once employees are committed, motivated and satisfied, this ultimately leads to high employee performance which translates to high organisational performance as well (Croswell, 2017).

1.1.1. Employee Retention

It is essential for employers to attract and retain talented employees. Long-term employee engagement results in nurturing employees who are happy, fulfilled and productive (Al-Jabari, 2017). Employee engagement encourages high employee retention as the employees will be passionate to do their work and motivated to stay in the organisation (Babakus, Yavas and Karatepe, 2017). Employees apply maximum effort when they have confidence in the value of their job, their team and organisation as well; when they believe the organisation is serving their self-interests (Jordan, 2011). If employees are motivated and satisfied and believe that they are successfully contributing to the success of the organisation, there is a high probability of them staying with the organisation. They will be emotionally attached to the organisation, and the chances of them remaining with the organisation would be very high (Bedarkar and Pandita, 2014).

There is a strong correlation between employee engagement and employee retention. Employee engagement necessitates the retention of staff as employees will be motivated to remain in the organisation, due to high commitment and loyalty (Saks and Gruman, 2014; Jordan, 2011; Bedarkar and Pandita, 2014). It is critical to recruit and retain engaged employees in fierce global competitive organisations for the success of these institutions (Corporate Executive Board (CEB): 2004). Studies carried out have reflected that employee engagement plays a pivotal role towards employee retention (Bedarkar and Pandita, 2014). Positive employee engagement increased organisational citizenship, increased job satisfaction and increased self-effectiveness. Employee retention is an extremely complex challenge (Singh & Gupta, 2015), as the varying factors that contribute to employee retention differ from employee to employee.

Organisations focus on the recruitment of the employees with the right skills and once they get them they usually fail to retain them once they are appointed (Croswell, 2017). There is an increase an excessive increase of competition for top talent and an organisation cannot afford to lose its current employees to the competitors (Leonard, 2014). It is a very costly exercise to scout and hire talented employees, as well as training and orientation of the new recruits. There is a negative impact when an organisation has a poor staff retention policy, as it negatively affects the staff morale and this negatively affects the productivity levels of the organisation (Mathimaran and Kumar, 2017). High staff turnover results in productivity backlogs and it takes up to two years to recover on lost productivity (Anderson, 2017).

1.1.2. Employee Engagement and Organisational Performance

According to Bankar and Gankar (2013) employee engagement results in increased employee performance and this eventually leads to increased organisational performance. Researches carried out on the effects of employee engagement have revealed that employee engagement results in positive health and positive feelings towards work and the organisation. If employees have positive health, positive feelings for work and positive feelings for the organisation, they are most likely to stay long in that organisation (Al-Mehrzi and Singh, 2016).

1.1.3. Role of Communication in Employee Engagement

Communication plays a pivotal role towards employee engagement; it is difficult to engage staff without proper communication channels (Maclaclan, 2012). Clear communication from the supervisors and managers relating the role of the employees with the organisational and leadership vision; equips the employees to carry out their tasks effectively. Organisational objectives can only be met through the utilisation of effective communication channels put in place by the organisational leadership (Bankar and Gankar, 2013). Internal communication is however, critical to ensure that effective employee engagement is effected in the organisation, and this would eventually lead to staff retention (Al-Mehrzi and Singh, 2016).

1.2. Effects of Employee Engagement on Employee Retention

Employee engagement has varying factors that are attached to the employee retention phenomenon. Engaged employees have a sense of belonging to the organisation; they perform better towards the achievement of organisational objectives as they are tied up to the organisation (Wachira, 2013). It was established that engaged employees were viewed to have positive emotions towards their jobs, resulting in high productivity. Engaged employees are regarded as being much more open to work opportunities, as well as being confident in carrying out their roles and organisational responsibilities (Shaufeli, 2013). In their presentations Robinson, Perryman and Hayday (2014) note that employee engagement has a positive influence in the well-being of the employees and this leads to higher performance in the organisation.The cordial relationship created by the conducive working environment that the employees are exposed to, creates a strong bond between the employees and the organisation. It is however, expedient to note that employee engagement facilitates staff retention in an organisation.

Employee engagement has a significant influence on the employees' intentions to leave the organisation and therefore minimizes staff turnover. Mxenge, Dywili and Bazana (2014) assert that lower employment engagement in organisations result in high staff turnover, resulting in failure to meet the organisational objectives. A strong positive correlation should exist between employee engagement and staff retention in the organisation. Continuous exchange between the employees and their immediate supervisors should restrain the ideas for the employees to quit the organisation. The immediate superiors should positively influence the employees to   remain in the organisation, thereby encouraging staff retention (Schaufeli, 2013).

Employee engagement can be achieved through dedication, which is viewed as one of the major elements of staff retention. Dedication is regarded as being strongly attached and involved in fulfilling one's roles at work, having the ability to add value, being significant at work and being capable of taking the initiative, enthusiasm and being proud to take up the challenge at work. Employees should be encouraged to feel important to the organisation. They should be given the initiative to solve problems and make decisions, and this would ultimately lead them to dedicate their best performances to the organisation (Wachira, 2013). Employee engagement is a psychological initiative that curtails quitting intentions amongst the employees. The reduction of employees' intentions to quit adds value to the employer's retention strategies initiatives (Robinson, Perryman and Hayday, 2014).

When employee engagement is backed up by absorption, it enables high employee retention. Employee absorption More so, employee engagement facilitated by absorption ensures high employee retention. The absorption of employees in the organisation characterises full concentration and being happily committed to work. This is a situation that arises when the employees find it difficult to be detached from work (Wachira, 2013). Employees in the end become contented when performing their duties and responsibilities and this reduces employee quitting intentions. Employee engagement brings individual satisfaction and having the confidence to be absorbed in a task. Employee engagement however, leads to high staff retention as the employees will be absorbed in organisational operations to ascertain that the organisational goals and objectives are met (Mxenge, Dywili and Bazana, 2014).

1.3. Employee Retention Strategies
Employee retention can be attained through the implementation of a wide range of strategies within the organisation. The employee retention strategies that are going to be discussed among many are: career development opportunities, executive coaching, orientation and on-boarding, desirable remuneration, recruitment, selection and talent management and provision of job security.

1.3.1. Career Development Opportunities
The organisation must offer tailored career development opportunities to the employees. According to Mittar, Saini and Agarwal (2014), the establishment of career path opportunities will motivate them to remain in the organisation to achieve their personal career goals. Izidor and Iheriohanma (2015) further postulated that the understanding of organisational goals began by employees understanding their own goals to strike a balance. Therefore, the provision of career development opportunities will tie the employees to the organisation; thus employee retention.

1.3.2. Executive Coaching
Employee retention can be achieved by executive coaching. Organisations can utilise executive coaching to instil and nurture leadership skills and competencies in leadership within the organisation (Mitta, Saini and Agarwal, 2014). Coaching is mainly effective during change management initiatives and the communication of new organisational objectives and goals. Coaching process starts by assessing the strengths and opportunities of an individual towards improvement. The skills, competencies and initiative interventions that the employees possess are effectively utilised by the organisation in order to neutralise the weaknesses that the employees have. This however, helps to retain the employees in the organisation (Mitta, Saini and Agarwal, 2014).

1.3.3. Orientation and On-boarding
Orientation and on-boarding strategies help to stimulate the perceptive abilities during the initial stages of the job and can continue for a long period of time. This has an influence over the employees' decisions whether to stay or leave the organisation. On-boarding facilitates a continuous learning process as a means to integrate the new employees within the organisation and this directly transforms into a high rate of staff retention (Izidor and Iheriohanma, 2015).

1.3.4. Desirable Remuneration
Rewarding the employees with desirable remuneration can help to retain them in the organisation. Desirable remuneration and clear remuneration policies and practices make employees to become much more satisfied with their roles, responsibilities and contributions to the organisation. These factors will convince the employees to remain in the organisation (Al-khasawneh and Futa, 2013). According to Maslow's hierarchy of needs employees that are satisfied, feel appreciated and have their needs satisfied have every reason to remain in the organisation as compared to the employees that are dissatisfied and are not appreciated with their needs not met as well (Imam and Shah, 2013). Desirable remuneration and clear organisational remuneration policies and practices serve as the best and effective strategies of retaining employees in an organisation.

1.3.5. Recruitment, Selection and Talent Management

Staff recruitment, selection and talent management is one of the critical strategies that organisations can use to retain employees. Recruitment and selection is a process of scouting for the best potential candidates, and hiring the right candidates that are suitable for the job, as well as the organisational culture and environment (Javed, Khan, Yasir Amir and Ahmed, 2014). It is the duty of the human resources department to ensure that they select and recruit the suitable candidates that have the right skills and knowledge as well as the right attitude and ability that are in line with the organisational objectives. It is assumed that the best candidate usually falls in love with the duties and responsibilities in the organisation; this relationship therefore, makes it easier to retain the employees. There is a need for the organisation to select, recruit and manage the right talent, this facilitates the maintenance of the organisation's internal and external reputation which creates self-esteem in the employees by tying them to the organisation (Wachira, 2013).

1.3.6. Provision of Job Security

Employees always require working in an organisation that provides job security. Provision of job security is also a strategy that organisations can use to achieve employee retention (Javed et al, 2013). Widespread retrenchments that have taken place in the private sector the world over have prompted many employees to seek for employment in government departments and reputable international organisations. Employees prefer to working in lean organisations which are tipped to provide permanent employment, competitive salaries, attractive benefits, conducive working environment and job security (Izidor and Iheriohanma, 2015). Offering job security to the employees is an employee retention strategy that organisations should use in order to retain their employees.

1.4. Effects of Employee Engagement and Retention on Organisational Performance

Employee engagement has a strong influence on employee retention and these have a significant effect on the performance of the organisation. Employee retention helps the organisation to retain the best talent and this enhances efficient service delivery, high productivity and high performance within the organisation (Javed et al., 2014). Employee engagement and employee retention are drivers that necessitate organisational success. It is therefore, imperative to ensure that organisations engage employee engagement and employee retention strategies in their operations. Employee engagement has cognitive, emotional and behavioural facets which help to determine the employees' thinking capacity, employees' beliefs about the organisation, as well as the organisational culture and the management team. This motivates the employees to discharge their duties and responsibilities effectively to enhance organisational performance (Wachira, 2013).

Behavioural attributes complement the efforts of the employees towards the discharge of their duties and responsibilities (Al-khasawneh and Futa, 2013). Organisational performance in this regard, can be enhanced through employee cognitive, emotional and behavioural responses to organisational engagement policies (Javed et al., 2014). Employee engagement and employee retention have an ultimate bearing on the performance of the organisation as engaging the employees ensures clear communication of organisational objectives, while employee retention ascertains that the organisation keeps its best talents.

Employee engagement and employee retention facilitates the organisation to remain competitive in today's volatile business environment. In this vein, employee engagement is viewed as a strong strategic tool that aids the retention of the best talent that the organisation has and guarantees effective organisational performance (KPMG, 2016). Employee engagement and employee retention play a pivotal role by assisting the organisation to militate against miscommunication of organisational objectives, service delivery backlogs and effective execution of duties and responsibilities in the organisation (Devi, 2017).

The more the employees are engaged within the organisation, the better the organisational performance is enhanced through improved high productivity levels, profitability and customer loyalty. The engaged employees will feel recognised and will do their best in executing their duties and responsibilities and this takes service delivery to a higher level (Devi. 2017). Engaging employees in decision making and operational issues increases the performance of the employees which leads to improved productivity and organisational performance.

Employee retention ensures that the retained employees are happy and enthusiastic to remain with the organisation. It becomes easy for management to measure the level of job satisfaction when most of the major retention variables such as: effective and fair equitable rewarding system, clear objectives, clear communication channels, immediate support by superiors, conducive working environment, career development opportunities and job security are in place (KPMG, 2016). Positive mind sets and attitudes by the employees would eventually result to increased work performance, leading to increased organisational performance. This encourages high levels of commitment as the employees strive to meet the organisational objectives and stimulate organisational performance (Devi, 2017).

1.5 Employee Engagement Interventions to Improve on Employee Retention

Several employee engagement strategies can be used by the organisations to ascertain improved employee retention. High employee engagement necessitates the improvement of employee retention and organisational performance. The more the organisations improve on employee engagement, the higher talent is retained and the higher the organisational performance is enhanced and the higher competitive the organisations become in the business environments that they operate in (Dajani, 2015).

Organisations must be in a position to evaluate and take the suggestions and ideas provided by the employees towards the improvement of the organisations. These suggestions and ideas will foster clear communication of organisational objectives to the employees, incorporate the formulation of organisational objectives and create a sense of

belonging and self-esteem by the employees within the organisation (Mishra, 2014). This boosts the morale of the employees and encourages them to perform better. It enables the employees to engage in team work, thereby increasing productivity as well as employee retention and eventually reduce the intentions to quit (Dajani, 2015).

It is essential for the organisation to carry out a continuous evaluation on employee performance in order to assess and determine the comprehensive employee contribution to the enterprise (Kazimoto, 2016). Continuous performance assessment assists towards setting up of organisational targets in consultation with the employees. This encourages the employees to feel that they are part of the organisation and that the organisation values their contributions; this however encourages them to remain in the organisation for longer periods of time (Dajani, 2015).

There is a need to involve employees in decision making, as this develops them to have a professional and personal insight into the affairs of the organisation, and this facilitates the success of the organisation through increased productivity. Employees would need to see their inputs translating into something worthwhile towards the achievement of organisational objectives. Employee involvement in decision making enhances the morale of the employees within the entire organisation, as they understand that their contributions are meaningful to the development of the organisation. This empowers them to influence the outcomes of their work, and leads to increased positive attitudes and increased job satisfaction, which guarantees retention of the much needed skills and talent within the organisation (Kazimoto, 2016).

2. Research Methodology

This paper adopted the quantitative research methodology. The sample size of the study was 100 respondents made up of all the employees of the CCOZ. The simple random sampling technique was used in coming up with the sample size for the study. Quantitative data was analysed through the Pearson Correlation Analysis.

3. Analysis and Discussion of Results

A Pearson Correlation Analysis was conducted to establish the existence of the relationships between the variables. The correlation results as indicated on the summary of Table 1 below.

		Employee Retention	Employee Engagement	Organisational Performance
Communication	Pearson Correlation Sig. (2-tailed) N	.949** .001 50		
Employee Engagement	Pearson Correlation Sig. (2-tailed) N			.925 .004 50
Organisational Performance	Pearson Correlation Sig. (2-tailed) N	.960** .000 50		
Career Development Opportunities	Pearson Correlation Sig. (2-tailed) N		.962** .002 50	
Executive Coaching	Pearson Correlation Sig. (2-tailed) N	.989 .001 50		
Orientation and on- boarding	Pearson Correlation Sig. (2-tailed) N	.945 .005 50		
Desirable Remuneration	Pearson Correlation Sig. (2-tailed) N	.937 .002 50		
Recruitment, Selection and Talent Management	Pearson Correlation Sig. (2-tailed) N	.990 .003 50		
Provision of Job Security	Pearson Correlation Sig. (2-tailed) N	.912 .004 50		
Employee Engagement Opportunities	Pearson Correlation Sig. (2-tailed) N	.983 .000 50		

Table 1: Pearson Correlation Summary

There is a very strong positive correlation between communication and employee retention $r(48) = .95$, $p < .01$. Communication plays a pivotal role towards employee engagement; it is difficult to engage staff without proper communication channels (Maclaclan, 2012). Effective internal communication helps the subordinates to understand their

roles as well as the vision and mission of the organisation and leads to staff retention (Bankar and Gankar, 2013; Al-Mehrzi and Singh, 2016).

A very strong positive correlation exists between employee engagement and organisational performance $r(48) = .93, p < .01$.

Employee engagement is critical in an organisation, as it attaches the employees to their respective work roles (Kahn, 1990). If the work roles of the employees are not attached, it becomes easy for the employees to lose commitment and hence become demotivated, eventually leading them to leave the organisation in search of greener pastures. For employee engagement to be successful availability of physical, emotional and psychological requirements have to be met (Deriba, Sinke, Ereso and Badacho, 2017). Many organisations have made efforts to address their employee engagement concerns in order to induce employee commitment (Anderson, 2017). There is a strong link that exists between good organisations and their performances (Croswell, 2017). There is a very strong positive correlation between organisational performance and employee retention $r(48) = .96, p < .01$.

Employee engagement results in increased employee performance and this eventually leads to increased organisational performance (Bankar and Gankar, 2013). Researches carried out on the effects of employee engagement have revealed that employee engagement results in positive health and positive feelings towards work and the organisation. If employees have positive health, positive feelings for work and positive feelings for the organisation, they are most likely to stay long in that organisation (Mehrzi and Singh, 2016).

There is a very strong positive correlation between career development opportunities and employee retention $r(48) = .96, p < .01$.

The organisation must offer tailored career development opportunities to the employees. According to The establishment of career path opportunities will motivate the employees to remain in the organisation to achieve their personal career goals (Mittar, Saini and Agarwal, 2014). Provision of career development opportunities will tie the employees to the organisation enabling the organisation to retain its employees (Izidor and Iheriohanma, 2015).
There is a very strong positive correlation between executive coaching and employee retention $r(48) = .99, p < .01$.
Organisations can utilise executive coaching to instil and nurture leadership skills and competencies in leadership within the organisation (Mitta, Saini and Agarwal, 2014). Coaching is mainly effective during change management initiatives and the communication of new organisational objectives and goals. Coaching process starts by assessing the strengths and opportunities of an individual towards improvement. The skills, competencies and initiative interventions that the employees possess are effectively utilised by the organisation in order to neutralise the weaknesses that the employees have. This however, helps to retain the employees in the organisation (Mitta, Saini and Agarwal, 2014). There is a very strong positive correlation between orientation and on-boarding and employee retention $r(48) = .95, p < .01$.
Orientation and on-boarding help to stimulate the perceptive abilities during the initial stages of the job and can continue for a long period of time. This has an influence over the employees' decisions whether to stay or leave the organisation. On-boarding facilitates a continuous learning process as a means to integrate the new employees within the organisation and this directly transforms into a high rate of staff retention (Izidor and Iheriohanma, 2015). There is a very strong positive correlation between desirable remuneration and employee retention $r(48) = .94, p < .01$.

Rewarding the employees with desirable remuneration can help to retain them in the organisation. Desirable remuneration and clear remuneration policies and practices make employees to become much more satisfied with their roles, responsibilities and contributions to the organisation. These factors will convince the employees to remain in the organisation (Al-khasawneh and Futa, 2013). Employees that are satisfied, feel appreciated and have their needs satisfied have every reason to remain in the organisation, as compared to the employees that are dissatisfied and are not appreciated with their needs not met as well (Imam and Shah, 2013). There is a very strong positive correlation between recruitment, selection and talent management and employee retention $r(48) = .99, p < .01$.

Staff recruitment, selection and talent management is one of the critical strategies that organisations can use to retain employees. Recruitment and selection is a process of scouting for the best potential candidates, and hiring the right candidates that are suitable for the job, as well as the organisational culture and environment (Javed, Khan, Yasir Amir and Ahmed, 2014). There is a need for the organisation to select, recruit and manage the right talent, this facilitates the maintenance of the organisation's internal and external reputation which creates self-esteem in the employees by tying them to the organisation (Wachira, 2013). There is a very strong positive correlation between provision of job security and employee retention $r(48) = .91, p < .01$.

Employees always require working in an organisation that provides job security. Provision of job security is also a strategy that organisations can use to achieve employee retention (Javed et al, 2013). Retrenchments that have taken place in the private sector the world over have prompted many employees to seek for employment in government departments and reputable international organisations. Employees prefer to working in lean organisations which are tipped to provide permanent employment, competitive salaries, attractive benefits, conducive working environment and job security (Izidor and Iheriohanma, 2015). There is a very strong positive correlation between employee engagement opportunities and employee retention $r(48) = .98, p < .01$.

Employee engagement and employee retention facilitates the organisation to remain competitive in today's volatile business environment. In this vein, employee engagement is viewed as a strong strategic tool that aids the retention of the best talent that the organisation has and guarantees effective organisational performance (KPMG, 2016). Employee engagement and employee retention play a pivotal role by assisting the organisation to militate against miscommunication of organisational objectives, service delivery backlogs and effective execution of duties and responsibilities in the organisation (Devi, 2017).

4. Recommendations and Conclusions

There is a need to address staff turnover at CCOZ. The following recommendations were made in order to help to engage employees and retain employees at the organisation:

- The organisation should provide effective communication channels to the employees, effective employee engagement, career development, executive coaching, orientation and on-boarding, desirable remuneration, provision of job security and employment engagement strategies and policies in order to retain the skilled and talented employees in the organisation.
- The human resources department needs to ensure that they select and recruit the suitable candidates that have the right skills and knowledge as well as the right attitude and abilities that are in line with the organisational objectives.
- It is therefore, imperative to ensure that the organisation engages employee engagement and employee retention strategies in their operations in order to retain employees.
- Employees should be given the initiative to solve problems and make decisions, and this would ultimately lead them to dedicate their best performances to the organisation and eventually remain in the organisation.
- Continuous exchange between the employees and their immediate supervisors should be encouraged as it helps to restrain the ideas for the employees to quit the organisation.
- The organisation must be in a position to evaluate and take the suggestions and ideas provided by the employees towards the improvement of the organisation. These suggestions and ideas will foster clear communication of organisational objectives to the employees, incorporate the formulation of organisational objectives and create a sense of belonging and self-esteem by the employees within the organisation.
- It is essential for the organisation to carry out a continuous evaluation on employee performance in order to assess and determine the comprehensive employee contribution to the organisation. This will also facilitate a training needs analysis to enable the employees to sharpen up their skills.
- There is a need to involve employees in decision making, as this develops them to have a professional and personal insight into the affairs of the organisation, and this facilitates the success of the organisation through increased productivity. Employees would need to see their inputs translating into something worthwhile towards the achievement of organisational objectives. Employee involvement in decision making enhances the morale of the employees within the entire organisation, as they understand that their contributions are meaningful to the development of the organisation.

5. References

i. Al-Jabari, B. (2017). *Investigation of the Effects of Employee Engagement and Affective Commitment on Retention*. Presented in partial fulfillment of the requirements for the degree of Doctor of Business Administration. College of Management. Lawrence Technological University.

ii. Al-khasawneh, A.L., & Futa, A. M. (2013).The Relationship between Job Stress and Nurses Performance in the Jordanian Hospitals: A Case Study in King Abdullah the Founder Hospital. Asian Journal of Business Management, 5(2), 267-275

iii. Al Mehrzi, N and Singh, S.K. (2016). 'Competing through employee engagement: a proposed framework'. *International Journal of Productivity and Performance Management*, Vol. 65 Issue: 6, pp.831-843, https://doi.org/10.1108/IJPPM-02-2016-0037.

iv. Anderson, M. (2017). *A framework to optimize internal communications to generate greater team engagement*. Management Challenge submitted in partial fulfilment for the requirements of Master of Business Administration. Henley Business School. University of Reading.

v. Babakus, E., Yavas, U. and Karatepe, O. M. 2017. Work engagement and turnover intentions. *International Journal of Contemporary Hospitality Management*, 29(6), 1580-1598.

vi. Bankar, S. and Gankar, S. (2013). 'Employee Engagement and Change Management'. *Journal of Commerce & Management Thought* IV – 2 ISSN 0975-623X (print) 0976-478X (online).

vii. Bedarkar, M and Pandita, D. (2014). 'A study on the drivers of employee engagement impacting employee performance'. *Procedia - Social and Behavioral Sciences* 133 (2014) 106 – 115. Science Direct.

viii. Croswell, A. (2017). *20employee engagement survey questions every company should ask*. Culture Amp.

ix. Dajani, M.A.Z (2015). The Impact of Employee Engagement on Job Performance and Organisational Commitment in the Egyptian Banking Sector. Journal of Business and Management Sciences, 2015, Vol. 3, No. 5, 138-147

x. Devi, S. (2017). 'Impact of employee engagement on organizational performance: A study of select private sector'. *IMS Business School Presents Doctoral Colloquium – 2017*

xi. Deriba, B.K, Sinke, S.O., Ereso, B.M. and Badacho, A.S. (2017). 'Health professionals' job satisfaction and associated factors at public health centers in West Ethiopia'. *Human Resources for Health*.

xii. Imam, A. & Shah, F. T. (2013). Impact of Gender Bias on Organizational Commitment: An Empirical Study of Glass Ceiling Practices in Corporate Sector of Pakistan. Elixir Human Resource Management, 57 (2013), 14111-14115

xiii. Izidor, N. Iheriohanma EB. (2015). Nexus between leadership styles, employee retention and performance in organizations in Nigeria. European Scientific Journal. 2015;11(13): 185-209

xiv. Javed, M., Khan, M. A., Yasir, M., Aamir, S., & Ahmed, K. (2014). Effect of Role Conflict, Work Life Balance and Job Stress on Turnover Intention: Evidence from Pakistan. Journal of Basic and Applied Scientific Research, 4(3), 125-133

xv. Jordan, K.A. (2011). *What role can internal communication play at uncertain times?* Management Challenge submitted in partial fulfilment for the requirements of Master of Business Administration. Henley Business School. University of Reading.

xvi. Kahn, A. (1990). 'Psychological conditions of personal engagement and disengagement at work'. *Academy of Management Journal*, Vol. 33 No. 4, pp. 692-724.

xvii. Kazimoto, P. (2016). Employee Engagement and Organizational Performance of Retails Enterprises. American Journal of Industrial and Business Management, 2016, 6, p. 516-525.

xviii. Leonard, N. (2014). *A Managerial Approach to Increasing Employee Engagement in Healthcare*. Submitted in partial fulfillment of the requirement for the dual degree of Master of Arts in Management and Master of Business Administration, The College of St. Scholastica, Duluth, Minnesota.

xix. Maclaclan, J. (2012). *Understanding Employee Engagement at InfoTech Caribbean*. Management Challenge submitted in partial fulfilment for the requirements of Master of Business Administration. Henley Business School. University of Reading.

xx. Martinez, P. (2016). *The Relationship between Employee Engagement, Trust and Intrinsic Motivation*. 2016. A dissertation submitted to the School of Organizational Leadership. University of the Rockies.

xxi. Mathimaran, B, & Kumar, A. A. (2017). Employee Retention Strategies – An Empirical Research. Global Journal of Management and Business Research: E Marketing, 17(1), 17-22.

xxii. Melcrum Publishing. (2005). *Employee Engagement*. An Independent Research Report. Melcrum, UK.

xxiii. Mishra, A. (2014). Driving Employee Engagement: The Expanded Role of Internal Communications. International Journal of Business Communication 2014, Vol. 51(2) 183–202. (EBSCOhost)

xxiv. Mittar S, Saini S, Agarwal A. (2014). Human resource management practices for employee retention in apparel export houses in Delhi NCR. Scottish Journal of Arts, Social Sciences and Scientific Studies.2014;17(2).

xxv. Mxenge, S.V., Dywili, M. & Bazana, S. (2014). Job Engagement and employees' intention to leave among administrative personnel at the University of Fort Hare in South Africa, International Journal of Research In Social Sciences, 4 (5), 129-134.

xxvi. Robinson, D., Perryman, S. & Hayday, S. (2014). The Drivers of Employee Engagement. Institute for employment studies.

xxvii. Schaufeli, W. B. (2013). 1 What is engagement? Employee Engagement in Theory and Practice, 15.

xxviii. Singh, A and Gupta, B. (2015). 'Job involvement, organisational commitment, professional commitment, and team commitment'. *Benchmarking: An International Journal*, 22(6), 1192-1211.

xxix. Wachira, J.M. (2013). Relationship between Employee Engagement and Commitment in Barclays Bank of Kenya. (Unpublished MBA Research Project, University of Nairobi) *of Human Resources*. 52 (1): 93–109