



College of Business and Economics

School of Commerce

**The Effect of Employee Engagement on
Turnover Intentions: The case of De
Leopole International Hotel**

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*A Thesis submitted to Addis Ababa University School of
Commerce in the partial fulfillment of the requirements for
Masters of Arts in Business Leadership(MBL)*

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STATEMENT OF DECLARATION

I declare that the thesis entitled “The Effect of Employee Engagement on Turnover Intention: The Case of De Leopole International Hotel” is my original work and all sources of material used for the work have been properly acknowledged.

Mahlet Kassahun Biru.

Date

STATEMENT OF CERTIFICATION

This is to certify that, this project work “The Effect Employee Engagement on Turnover Intention: The Case of De Leopole International Hotel”, undertaken by MAHLET KASSAHUN BIRU in partial fulfillment of the requirements for Master of Arts in Business Leadership at Addis Ababa University School of Commerce, is an original work and not submitted earlier for any Degree either at this university or any other university.

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**ADDIS ABABA UNIVERSITY SCHOOL OF COMMERCE
BUSSINESS LEADERSHIP(MBL) PROGRAM**

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Leopole International Hotel

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List of Abbreviations/ Acro names

DLIH	De Leopole International Hotel
UWES	Utrecht Work Engagement scale
TI6S	Turnover Intention Six Scale

Abstract

The main objective of this paper is to examine the effect of Employee Engagement on turnover intentions: The case of De Leopole International Hotel. The study used a quantitative research method and employed both descriptive and explanatory research design. To achieve the study objective, 124 sample respondents were selected through the probability sampling technique. Accordingly, data were collected through self-administered questionnaires from sample respondents. Out of 124 respondents, workable data were obtained from 104 respondents. The effect of employee engagement on turnover intention is assessed quantitatively using a structured five-point Likert scale questionnaire and regression data analysis method. The result of the study reveals that the relationship between the three dimensions of employee engagement (vigor, dedication, and absorption) and employee turnover intention is significant and negative. The data were statistically analyzed using SPSS VR 28. It is concluded that the hotel has a low employee engagement level and moderate employee turnover intention. The result of regression analysis fully supported the hypothesis of the effect of employee engagement and turnover intention is significant and negative. Lastly, a recommendation is forwarded that leaders need to be aware of low-level employee energy and mental resilience while working and lack of strong involvement in work, employees lack experiencing a sense of significance and enthusiasm while working, not fully concentrating and happy engrossment in their work is a sign of lack of employee engagement. To alleviate this problem, leaders need to design proper programs to improve employee engagement and therefore reduce turnover intention.

Keywords: *Employee engagement, Vigor, Dedication, Absorption, Turnover Intention*

Chapter One

Introduction

1.1 Background of the study

The changing scenario in the world economy in the last few decades has placed special emphasis on the need for enhanced performance of employees. This new challenging environment has resulted in organizational restructures and changes in the nature and structure of work. The current competitive scenario forced employees to work harder and longer. According to the Tower Watson 2012 Global Workforce study, employees all over the world are feeling the impact of the pressure. Employees have become more anxious and worried about their future and this leads to their disinterest in the work, absenteeism, lesser productivity, and stressful life. But despite everything happening now, the reality is business needs to be moving forward to succeed. Success starts with employee engagement. An engaged workforce drives a positive environment within an organization. According to Gallup research (2017), employees that are engaged lead to more profitability of 17%, fewer absentees of 41%, and a reduction of turnover up to 59%. The concept of employee engagement has currently a great deal of interest around the world.

In today's workplace, employee engagement has emerged as one of the greatest challenges. With complexities and strict regulations in many organizations, employee engagement will continue to challenge organizations in the future (Mishra & Boynton, 2014). An organization's vitality, survival, and profitability are maintained by a critical element called employee engagement. Despite employee engagement being viewed positively company-wide, the majority of employees are disengaged at work which leads to employee turnover intention. According to the data from Gallup, the overall percentage

of engaged workers during 2021 is only 39%, up from 36% in 2020. This shows the need for more research in the area of employee engagement.

“Turnover intention” is defined as an employee's intention to voluntarily change jobs or companies. According to Rizwan et al., (2014), as globalization keeps rising at a rapid speed, the phenomenon of employee turnover forces companies to compete with other organizations to keep their best talents. Employee turnover intention is a serious problem that has been faced by many organizations around the world. Even though many studies have investigated this issue, employee turnover has not shown any positive rate. For decades, scholars have studied turnover cognitions in an attempt to uncover these important variables (Kalliath & Beck, 2001; Chang et al., 2013). However, the literature does not report any research study that has led to determining which variables contribute to the development of turnover intention among employees.

High employee turnover rates often lead to business failure, an unmotivated workforce, and a lack of attractiveness to skilled workers in the hospitality industry (Surji, 2013). If organizations have a high turnover relative to their competitors, organizations in that industry will face high costs related to recruiting, selecting, and training new employees. Employee turnover is a persistent issue in every organization irrespective of the type and size of the organization. When an organization loses its talented employees, it loses everything that was imparted to them from skills to corporate secrets and knowledge which may even take years to replace. This shows an employee is the greatest asset that can be utilized by an organization to tap the full potential of the organization. The main reason for conducting this study on employee engagement and turnover intentions is to understand to what extent employees’ engagement affects turnover intention before and after controlling for a certain confounding variable. This will help leaders to establish the best policies for employees to perform their best by staying in the organization.

1.2 Background of the organization

De Leopol International Hotel PLC came to its establishment with a principal motive to render a top star-rated hotel accommodation services in Ethiopia. The Hotel is located in Addis Ababa Kirkose Sub City kebele 19 situated on a total area of land covering 7,830 m² on Haile Gebresilassie Road adjacent to Bambise supermarket.

De Leopol Hotel is the perfect place to stay when traveling to the enchanting city, of Addis Ababa. Inaugurated in 1996, the hotel is built to the latest specifications of the hotel industry in a rapidly growing area that is becoming the new center of Addis.

This Hotel is a 4-star hotel offering 167 magnificent rooms including 8 suites, 40 standard rooms, and 16 twin rooms. All guest rooms offer an array of facilities including free internet, satellite LED TV, safe deposit box, mini bar, telephone, a private balcony, and 24hr room service. The Hotel also has a spacious lobby with free wireless internet access for all room guests.

Other services of the hotel include a restaurant, pastry, bar, conference service, banquet services, catering services, laundry, and fitness center, and sauna and steam rooms with an intent to constantly deliver genuine and memorable service.

1.3 Statement of the problem

In the current era, the success of an organization depends on dynamic and diverse factors. One of these factors is employee engagement and retention of the talent pool in the organization. Employee turnover has long been the center of attention in the service industry, especially in the hotel industry. Employee turnover is something that endangers organizational performance and profitability because it is related to the loss of company resources and assets. The high turnover rate has become a serious problem for a company because they can experience frustration when they find out that the recruitment process, they have been doing is fruitless when the best employees they choose prefer to move to another company.

The increasing turnover intention has become a serious problem for many companies with no exception in the hospitality industry. The occurrence of high turnover rates seems to be a crucial problem in hotels. A high rate of turnover is also experienced by the four-star hotel located in the heart of Addis Ababa named De Leopole International Hotel. This hotel is experiencing high turnover which is a serious problem because it can interfere with operations, give rise to moral problems for employees who remain in the company, and damage the company's image, where the impact will cause the company's overall performance.

One of the factors that affect turnover intention is employee engagement. Low employee engagement can have an impact on decreasing organizational productivity and overall performance. This is because employees do not feel attached to the organization so they do not give the best performance they have. According to Okae and Mushi (2018), employee engagement is a business management concept that shows that employees have high enthusiasm for their work so they will try to work together for organizational achievement. Work engagement is composed of three dimensions: vigor, dedication, and absorption on which this study will focus. Vigor is one of the aspects of work engagement that implies high levels of energy and mental resilience while working,

dedication is about being inspired, enthusiastic, and highly involved in a job, and absorption is concentration and being engrossed in one work.

This research focuses on employee engagement in their turnover intention because the turnover intention is the predictor of actual turnover. So understanding what causes turnover intention is a means to identify the problem at an early stage of actual turnover this gives time to manage it in time. There may be several factors affecting employee turnover and the intention to leave, this study will focus on one element “employees’ engagement and its relationship with employee turnover intentions”. It is observed from the review of related literature, that employee engagement has a direct impact on employees’ retention on the job. Therefore, this study is intended to assess the level of employee engagement and turnover intention. Moreover, this study tests the effect of employee engagement on turnover intentions in the hotel which will help to take appropriate action to manage employee engagement and reduce turnover intention in the hotel.

1.4 Research question

The study will be guided by the following key questions:

1. What is the level of employee engagement in De Leopole Hotel?
2. What is the level of employee turnover intention in De Leopole Hotel?
3. How does Vigor affect employee turnover intention?
4. How does Dedication affect employee turnover intention?
5. How does Absorption affect employee turnover intention?

1.5 Objective of the study

1.5.1 General objective

The general objective of this study is to examine the effect of employee engagement on employee turnover intention.

1.5.2 Specific objective

The specific objectives are:

- To assess the level of employee engagement at the Hotel De Leopole.
- To assess the level of employee turnover intention at this particular hotel.
- To examine the effect of Vigor on employee turnover intention.
- To examine the effect of Dedication on employee turnover intention.
- To examine the effect of Absorption on employee turnover intention.

1.6 Significance of the study

This study will help Leaders to gain insight when planning and implementing employee engagement strategies because leaders are responsible for keeping teams inspired, informed, and working toward collective goals.

For De Leopold International Hotel and other related Hotels, the findings of this research will have practical significance in developing the best engaged human capital. Consequently, this study will provide information to the organization and the management team on the level of engagement of their employees and strategic implications so that they can take action against any sign of employee disengagement.

The finding of this study will also contribute to the existing body of knowledge by filling the existing research gap on employees' engagement in employee turnover intention in

Ethiopian hotel industries. Mainly, this particular research contributes by empirically supporting the current knowledge on staff retention of De Leopol International Hotel.

This study can also be one of the references for the other organizations to oversee the factors contributing to the employees' turnover intention. It can be useful for employers to have strategies for retaining their employees, especially the talented ones.

1.7 Scope of the study

The study was conducted on De Leopole International Hotel employees that exist in Addis Ababa city. This study focused on examining the effect of employee engagement on the turnover intentions of hotel employees.

Regarding methodological scope, the study will use only a quantitative research design. The rationale behind using a quantitative approach is the nature of the research questions and the most appropriate method to address the research questions.

1.8 Limitation of the study

The limitation of the study is that only the effect of employee engagement on turnover intention is studied. That is, variables like motivation, job satisfaction, and other variables that can also affect turnover intention are not studied. The other limitation is the industry context may restrict the generalizability of the research findings. Since the study is conducted in the hotel industry, this study may not be generalizable to other industries other than the hotel sectors since the occupational groups and industry characteristics have differences.

1.9 Organization of the study

This research consists of five chapters. Chapter one is the general introduction and it presents the background, the statement of the problem, the objective of the study, the research question, the significance of the study, the scope and limitation of the study, and

the outline of the research project. Chapter two will be a literature review which is the critical analysis of what other researchers have said on the subject and where the research project fit in, the research gaps to be identified. Chapter three deals with the methodology in which how this research is going to be conducted and mainly it explains why the data is collected, what kind of data is collected, from where is the data collected, and how the collected data is analyzed. Chapter four will present data analysis, results, and discussions of findings, this chapter will describe the research findings and their analysis and look at an attempt of interpreting the main findings of the study based on the stated objectives. Chapter five will present the summary of the major findings, conclusion, recommendations, and suggestions for future studies.

Chapter Two

Literature Review

2.1 Introduction

A literature review is an evaluation of a body of research that addresses a research question. A literature review helps add support to the topic, identify literature that will support the research, build an understanding of the conceptual framework, establish a bibliography of the source and analyze results.

This chapter will provide literature that was reviewed to provide theoretical and conceptual ground for the study. It will start with the evolution of employee engagement and continues with the definition of employee engagement, theories of employee engagement, types, components, and importance of employee engagement. Finally, the relationship between employee engagement and turnover intentions. It will also identify the research issues that will be addressed and a detailed discussion of the underlying concepts and variables.

2.1.1 Evolution of employee engagement

Employee engagement is said to have started in 1990, the concept was introduced by Kahn in his “Psychological Conditions of Personal Engagement and Disengagement at Work” article.

According to Kahn, leaders of organizations at the time had very little understanding of modern concepts of empowerment and believed that motivating others was mostly a matter of hiring the right people and giving them the right incentives. The engagement concept was developed based on the premise that individuals can make real choices about how much of their real, personal selves they would reveal and express in their work.

The key way to improve engagement was by approaching employees as true partners, and by involving them in continuous dialogues and processes about how to design and alter their roles, tasks, and working relationships. This means that leaders need to make it safe enough for employees to speak openly about their experiences at work.

Fast forward to the 2000s when brands started to more closely analyze the relationships they have with their employees and how that affects the efforts of the brand in their marketing tactics. Forced by an increase in competitiveness from other brands, companies were pushed to analyze what makes their company successful in the long run. With the increase in turnover rates as people started to follow their happiness rather than simply a steady job with money (regardless of whether or not they enjoyed that job), companies needed to understand what nurtured a better, happier relationship with their staff.

At the end of 2012, the Engage for Success group released a report pinpointing the business case evidence on employee engagement with the business benefits of performance, safety, profits, retention, wellbeing, etc.

The evolution of employee engagement, from creating happy employees to including engaged employees in marketing efforts, was a logical one because it led to the development of tools to measure employee engagement.

Today, 39% of the U.S. workforce is considered engaged employees Gallup (2022). This means there's quite an opportunity to improve employee engagement in the average workplace. Therefore, analyzing both academic and practitioner understandings of employee engagement could add to the knowledge of how employee engagement is understood as well as whether or not employee engagement is a meaningful concept and permits further academic research to strengthen its theoretical foundations and practical application.

2.1.2 Definition of employee engagement

Everyone believes that engagement is a good thing, but many are vague about what it is. Perhaps this is because all sorts of different meanings have been attached to it. Employee engagement is often used loosely as a concept that embraces pretty much everything the organization is looking for about the contribution and behavior of its employees.

Gallup (2009) defined engagement as ‘The individual’s involvement and satisfaction with as well as enthusiasm for work.’ An academic definition based on research by Maslach et al (2001) referred to engagement as ‘A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption.’ Balain and Sparrow (2009) noted that several other popular applied research and consultancy organizations have defined engagement on similar lines, often emphasizing the importance of discretionary behavior as the key outcome or distinguishing feature of an engaged employee.

Towers Perrin (2008) adopted a corresponding approach when he defined employee engagement as ‘the extent to which employees put discretionary effort into their work, beyond the minimum to get the job done, in the form of extra time, brainpower or energy.

Truss et al (2006) Engagement is about creating opportunities for employees to connect with their colleagues, managers, and the wider organization. It is a theory that places flexibility, change, and continuous improvement at the heart of what it means to be an employee and an employer. It is also about creating an environment where employees are motivated to want to connect with their work and care about doing a good job.

MacLeod and Clarke (2009) also defined engagement generally as ‘a workplace approach designed to ensure that employees are committed to their organization’s goals and values, motivated to contribute to organizational success, and are able at the same time to enhance their sense of well-being.

Guest (2009) suggested that employee engagement will be manifested in positive attitudes such as job satisfaction, organizational commitment, and identification with the

organization and behavior such as low employee turnover and absence and high citizenship.

Xiao and Duan (2014) stated that employee engagement was a conceptualization including five dimensions: initiative, loyalty, effectiveness, identity, and commitment. Liu (2016) stated that employee engagement of knowledge workers was composed of five dimensions: organizational identity, dedication, absorption, vigor, and pleasantness. According to Shuck (2017) employee engagement is defined as active behavior, positive psychological conditions related to work then operationalized by the intensity and direction of cognitive, emotional, and behavioral. Cognitive engagement is defined as the intensity of mental energy expressing positive values to the organization. Emotional engagement is defined as the intensity and willingness of employees to instill positive emotions in the organization. Behavioral engagement is defined as a psychological state with a willingness to behave positively that affects performance

2.1.3 Theories of Employee Engagement

2.1.3.1 Khans Theory

Kahn identified three dimensions of employee engagement - physical, cognitive, and emotional. These are defined as follows:

Physical engagement – This relates to both the physical and mental extent to which employees expand their work effort. Kahn used examples of employees describing themselves as 'flying around' during their work and experiencing high levels of personal engagement during that time. He linked the ability to expend physical and mental energy at work with increased feelings of confidence.

Cognitive engagement - To be engaged at this level, employees need to know what their employer's vision and strategies are, and what performance they need to deliver to contribute to them as much as possible. Kahn also drew attention to the meaning that

people attached to their work, theorizing that more knowledge encouraged more creativity and confident decision-making.

Emotional engagement – This is about the positive and negative emotions employees feel towards their employer. A positive relationship will require the organization to learn how to create a sense of belonging at work, encouraging employees to trust and buy into the values and mission of the company. Kahn cited the likes of positive interpersonal relations, group dynamics, and management styles as practices that would make people feel safe and trusted.

Kahn related the three psychological (feeling safe, meaningfulness, and having the right energy and resources) to the three dimensions of engagement (physical, cognitive, and emotional). He believed that engaging employees across all three dimensions would help them to feel secure in their roles, feel that their efforts are worthy, and believe they will have physical and mental support.

2.1.3.2 Two Factor Theory

Many motivational theories have a strong influence on employee engagement, but Herzberg's two-factor theory stands out as one of the key theories which influence engagement. The theory describes that two key characteristic influences job satisfaction while others will lead to job dissatisfaction. Famously known as motivator and hygiene factors. Herzberg has identified the factors which result in job satisfaction and others that will lead to job dissatisfaction. Usually, motivation factors lead to satisfaction, and hygiene factors lead to dissatisfaction. In turn, motivation factors include achievement, a sense of recognition for achievement, the kind of work itself, the extent of responsibilities handled, and proportionate growth or advancement. Key hygiene factors include types of company policy and administration, nature of supervision, kind of interpersonal relationship, working conditions, salary, status, security, and personal life. Motivation

factors lead to high job satisfaction and greater engagement while bad hygiene factors lead to job dissatisfaction and low levels of engagement.

2.1.3.3 Self-Determination Theory (SDT)

The work engagement theory SDT was first introduced by researchers Deci and Ryan in 1985 which analyzed the employee motivational factors. It is explained that there existed a natural connection between employee engagement, human behaviors, and self-determination theory. The extent to which an employee can control their behavior and goals influences relative employee engagement. It is proved that extent of engagement has a strong influence on the rate of production. Motivational level and emotional state affect the engagement. It is observed that employees tend to withdraw their own identity, active participation, and generation of new ideas and feelings which indicates their slow and steady progression towards disengagement. Leaders urge the active adoption of SDT to inculcate a positive and growth-oriented attitude towards the organization (Mowbray et al.,2014).

2.1.4 Types of Employee Engagement

A study conducted by Gallup consulting organization (2013), developed interesting findings regarding employee engagement. The result determined three employee engagement levels: Engaged, Disengaged, and actively disengaged.

Engaged

Engaged employees work with passion and feel a profound connection to their company. They drive innovation and move the organization forward. They are more committed to the organization. They want to use their talents and strengths at work every day. They are less likely to leave the organization.

Disengaged

Disengaged employees do not put passion or energy into their work. They kill time and show little or no concern for the success of the organization. They revolve their day around breaks. They want to be told what to do just so they can do it and say they have finished. They often feel this way because they do not have productive relationships with their leaders or with their co-workers.

Actively Disengaged

Actively disengaged employees aren't just unhappy at work; they're busy acting out their unhappiness. They are constantly against everything. They monopolize managers' time; they call in sick more often and have more work-related accidents. They contribute to the shrinkage of office supplies, products, etc. Actively disengaged employees are likely to be looking for jobs at other organizations which can lead to an impact on a company's turnover rates. Plus, this negative energy can impact morale on other teams, reduce productivity, and cost the company big money.

2.1.5 Key components of Employee engagement

Leadership

According to Gallup (2021) managers account for roughly 70% of the variance in employee engagement scores across business units. This means that leadership is one of the most critical components of employee engagement in 2021.

On the one hand, bad managers cost businesses billions of revenues every year. And yet, companies fail to choose the right candidates 82% of the time. This shows that hiring the wrong person for the job will significantly reduce the chances of employees feeling engaged, inspired, and included.

On the other hand, a responsible and skilled leader will build a healthy and meaningful relationship with the team, motivate them, support their ideas, create a culture of

accountability, and promote open communication. Employee engagement can be boosted by hiring the right manager for any business, this, in turn, will increase productivity.

Reward and recognition

Research conducted by Gallup (2021) proved that recognition led to a 14% increase in employee engagement. When employees are appreciated for their effort, they are motivated to work harder and achieve more. Similarly, rewarding teams help build cooperation and boost teamwork. Engaging employees can be **started by making a recognition program that reflects a company's culture, beliefs, and values**. It can be anything from 'Employee of the month' awards, a simple 'appreciation for their contribution' like a gift card or even free drinks after work. The key is to show teams that their efforts don't go unnoticed.

Professional growth

According to a LinkedIn survey, 94% of employees would stay with a company longer if they saw an improvement in their professional lives. The survey also identified that over 25% of the workforce believed that learning will significantly contribute to their happiness at work. These statistics prove that professional growth is an essential component of employee engagement and must not be overlooked.

2.1.6 Measuring Employee Engagement

According to Bakker et al., (2008) engagement is defined as a positive level of conditions associated with welfare work or fulfillment. Schaufeli (2006) considers work engagement as an independent and different construction, "positive, satisfying, mind-related work that is characterized by vigor, dedication, and absorption.

2.1.6.1 Vigor

The enthusiasm can be felt from the high level of energy and endurance of the mind while working, the willingness to give the best in a job, and perseverance when facing a problem (Schaufeli, 2017)

2.1.6.2 Dedication

Dedication refers to the strength of engaging in a job and experiencing a sense of significance, enthusiasm, inspiration, pride, and challenges (Schaufeli, 2017).

2.1.6.3 Absorption

Absorption is characterized by full concentration and happiness doing the work. Employees are engaged to have an energetic and effective relationship with their work activities, and they see themselves as able to deal well with the demands of their work (Schaufeli, 2017)

2.1.7 Importance of Employee Engagement

The issue of employee engagement has been receiving attention for several decades and its importance is still growing. In the era of globalization and aggressive competition, organizations have realized the importance of making their employees feel fully connected to their organization and to be passionate about their job.

Engaging employees is crucial to satisfying and understanding the organization's customers (Castries, 2009). This has a measurable and direct impact on productivity, talent retention, financial results, and customer satisfaction. Promoting engagement among the employees is done by leveraging the three sources of influence for change; that is leaders, employees as well as organizational strategies and systems. Organizations must be willing to understand their employees' commitment, passion, and identification with the company (Wellins, 2009). Thus, Employee Engagement has become vital to motivate the employees to work with commitment, going beyond their formal role

requirements and making the climate of organizations more human-centered and emotionally connected.

2.2 Employee turnover and its relation to engagement

Workforce stability is a powerful competitive strategy that is expected to become increasingly important in the foreseeable future and employee turnover continues to be a topic of interest among leaders. Van Schalkwyk et al. (2010) in their study stated that the intention to leave is related to actual turnover. Intention to turnover consent to thoughts of voluntarily leaving an organization.

Bothma and Roodt (2012) defined turnover intention as a type of withdrawal behavior that is associated with under-identification with work. They further assert that turnover or intention to quit is the employee's conscious and deliberate willingness to leave the organization and it is regarded as the last in a sequence of withdrawal cognitions. Robyn and Du Preez (2013) also explain that the main important reason for investigating an employee's intention to quit in any organization is to assist the human resources to take a proactive approach to the organization's retention strategies and try by all means to decrease the turnover intention.

Alfes et al. (2013) have indicated that engaged employees tend to have less intention to turnover. According to Saks (2006), work engagement can be conceptualized as an antecedent of intention to turnover. Engaged employees are so occupied with positive energy that they actively and persistently immerse themselves in their work leaving little time and space for negative thoughts such as leaving the organization. As per the engagement theory, it is the work that decides the stay of employees in an organization. Therefore, if the work is engaging, employees would not think of leaving their current organizations.

2.3 Empirical literature

An Empirical study conducted by Naufer & Kumar (2020) on the impact of employee engagement on turnover intention proved that the relationships of those variables were

significant and strongly related. As a result, all null hypothesis was rejected. The study was carried out to examine the importance of employee engagement to retain employees in service providing industry and examine the relationship between the various factors that affect employee engagement as well as the turnover intention. And findings revealed that the rate of turnover was quite high among the non-executive staff in the company.

Manish and Musarrat (2017) conducted an exploratory factor analysis to understand the catalytic role of psychological capital in the form of moderator between work engagement and intention to turnover. The results of the study supported the hypothesis that though work engagement has a negative relationship with turnover intention, psychological capital strengthens this relationship. The significant and negative relationship between work engagement and intention to turnover augments the findings of Alfes et al. (2013) by generalizing their results in the Indian context. Compared to their study which was confined to the United Kingdom's service sector organization, the contribution of their study is in providing support for the applicability of their findings to the diverse industries in India. The study findings indicate the importance of work engagement in reducing intention to turnover. To save the cost of hiring a new candidate and losing an experienced employee, leaders may create mechanisms for measuring the work engagement of at least their key employees regularly. They believe that this measurement will help organizations identify the current degree of their employees' engagement followed by corrective actions wherever and whenever required.

Employee engagement is the accountability of the leadership team, led by the leadership team Melanie (2014). It is not an activity or an initiative, it is a culture change – a change in how leaders lead, what they do, and the decisions they make. This shows that engagement is not the accountability of the HR department nor is it an initiative or a project that a focus group or a specialist team can deliver. She stated that, unless organizations make employee engagement a fundamental part of their organizational philosophy, then the concept of employee engagement will become 'just another initiative' with little effect.

Employee engagement is believed to be negatively related to the intention to quit (Robyn & Du Preez, 2013; Simons & Buitendach, 2013). Also (Shantz et al., 2014) concluded that the intention to quit is the negative outcome of an engagement. Engaged employees are likely to be more attached to their organization and would have a lower tendency to leave it (Schaufeli& Bakker, 2004), which means they feel a sense of ownership.

This view of employees' engagement and not leaving the organization is supported by several researchers who found that employees' engagement is positively or negatively related to turnover intention (Du Plooy &Roodt, 2010; Harter et al., 2002). According to Robyn and Du Preez (2013), "engaged employees are likely to have a greater attachment to their organization and a lower tendency to leave their organization." Robyn and Du Preez (2013) also state that engaged employees are always willing to self-direct and take initiative in their lives, even when they get exhausted, they do not restrain their job. This attitude makes workers be in a situation where they don't feel like they want to leave the organization.

According to Ndayiziveyi et al. (2014), Correlation analyses revealed significant relationships between work engagement and turnover intention. Multiple regression analyses showed that the dedication dimension of employees' engagement significantly and negatively predicts turnover intention. Previous research done on engagement has confirmed that job engagement is mostly related to positive organizational outcomes, one of these outcomes is low turnover intention (Simons & Buitendach, 2013). According to Robyn and du Preez (2013), organizations should try and create strategies that will encourage a culture where skilled employees are engaged to retain them. According to (Shahrul et al., 2016) in their study "The Relationship between Occupational Stress, Employee Engagement, and Turnover Intention"; their result of the research study shows that an important and significant relationship exists between occupational stress, employee engagement, and turnover intention. This implies that employee engagement proved to be a significant predictor of turnover.

2.4 Conceptual framework

The conceptual model of the study as presented in the figure below has been formulated to depict a relationship between employee engagement dimensions and employee turnover intentions.

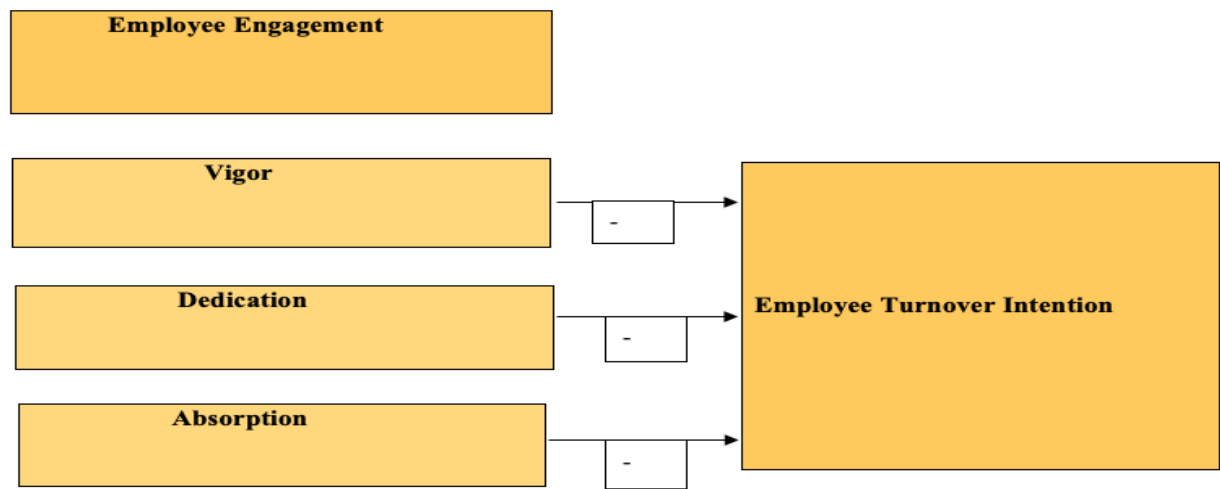


Figure 2.1: Conceptual Model of the study

Source: Own- developed from the literature

2.5 Research Hypothesis

Based on the empirical evidence in the literature review the following hypothesis is forwarded.

Hypothesis one (H1) – The effect of vigor on employee turnover intention is significant and negative.

Hypothesis two (H2) - The effect of dedication on employee turnover intention is significant and negative.

Hypothesis three (H3) - The effect of absorption on employee turnover intention is significant and negative.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Design

The research design used in this study is descriptive and explanatory. The descriptive part is used to describe the levels of employee engagement and turnover intention at De Leopole International Hotel. The explanatory design is applied to test the effect of employee engagement on employee turnover intentions. Moreover, this study used cross-sectional data in which the data about variables of interest were collected at one point in time.

3.2 Research approach

The study used quantitative research methods for conducting research that involves collecting, analyzing, and integrating data. Quantitative research methods emphasize objective measurements and the statistical, mathematical, or numerical analysis of data collected through polls, questionnaires, and surveys, or by manipulating pre-existing statistical data using computational techniques Creswell (2013). The rationale for using the quantitative approach is grounded in the fact that the data collection instrument that is, the questionnaire is best for this approach. Moreover, quantitative research is beneficial because it enables the researcher to collect objective and numerical data to apply statistical tools and establishes relationships and causation between variables.

3.3 Sampling Method

3.3.1 Total Population

Since the purpose of this study is to assess the effect of employee engagement on employee turnover intentions by surveying employees of De leopole Hotel, the target population included both the management and non –management staff. As per the

information obtained from the company's human resource manager, there are a total of 180 staff at the hotel.

3.3.2. Sampling Size Determination

According to Chanuan et al. (2021) sample is represented as part of the population that the researchers are interested in. A good sample is a sample with complete important characteristics that are similar to the population and is also a good representative of the population. The ever increasing demand for research has created a need for an efficient method of determining the sample size needed to be representative of a given population. The sample size in this study is determined using Taro Yamane's (1964) statistical formula as follows:

$$n = \frac{N}{1+N(e)^2}$$

Where:

n = sample size to be determined

N = population of interest

e = error margin (0.05)

1 = constant value

$$n = \frac{180}{1+180(0.05)^2}$$

$$n = 124.14$$

Thus, 124 is the sample size.

3.3.4. Sampling Technique

The research used a probability sampling technique in which respondents from the population are randomly selected. The list of employees was obtained from the Human resource unit and a lottery method was used to select respondents from the human resource list. All employees in the population had an equal chance to be included in the sample. That avoids biases of getting data from a skewed category of respondents.

3.4 Research Instrument, reliability and validity

This study used a self-administered closed-ended questionnaire in collecting data from respondents. These questionnaires are standardized items in which their reliability was tested in previous studies. The researcher used the UTRECHT Work Engagement Scale which was developed by Schaufeli and Bakker (2004). This questionnaire measures employees' engagement in terms of the three dimensions of engagement (vigor, absorption, and dedication) and it is also a widely used instrument for measuring engagement. To measure the turnover intentions of employees, the researcher used Bothma's (2013) turnover intention scale (TIS-6 scale). However, considering contextual differences in the current study their reliability is tested. Consequently, the reliability test showed an acceptable Cronbach alpha value ensuring their reliability. Accordingly, employee engagement has sixteen measurement items and turnover intention has six measurement items. In measuring a variable through these items, a five-point Likert scale that ranges from strongly disagree (represented by 1) to strongly agree (represented by 5) is used.

The content and construct validity of this study was checked to ensure the quality of the research design. The content validity was verified by the advisor of this research, who looked into the appropriateness of questions and the scales of measurement. The reliability Cronbach Alpha α reliability coefficient for the 6 statements in the turnover intention questionnaire and each dimension of the employee engagement questionnaire revealed a good score. According to Zikmund, et al., (2009), a scale with a coefficient Alpha between .70 and .80 is considered to

have “good” reliability and a scale with a coefficient Alpha between 0.80 and 0.95 is considered to have “very good” reliability. The reliability of measurement items is revealed in table 3.1

Variables	Cronbach alpha	Number of items
Turnover intention	0.768	6
Vigor	0.805	6
Dedication	0.782	5
Absorption	0.767	5
a. Dependent variable: turnover intention		
b. Predictors: (constant), Vigor, Dedication, Absorption		

Table 3.1 Summary of scale and Cronbach alpha

3.5 Data source and collection

For this study primary data was collected directly from employees of De Leopole International Hotel through a self-administered close ended questionnaire. The questionnaire method as an instrument of data collection was used because it provides for the collection of a large amount of data and it also provides wider coverage of the sample. This method is appropriate to make cause and effect relationship between employee engagement and turnover intention through regression analysis.

The questionnaire was close-ended in which respondents are given a fixed response option. The questionnaire consisted of three sections in which section one incorporated demographic features like age, gender, educational qualification, year of experience, and position in the organization. Section two incorporated structured five-point Likert scale questions with predetermined responses related to the dimensions of Employee Engagement. Section three incorporated structured five-point Likert scale questions with predetermined responses related to employee turnover intention. Before the data processing, the researcher conducted a pilot study to test empirically the reliability of the instruments; and based on that, minor adjustments were made to the questionnaire.

3.6 Data analysis

The result of this study was generated using SPSS software of version 28. The statistical tools were aligned with the objective of the research. Data is analyzed quantitatively by statistical techniques, that is, descriptive and inferential statistics. Descriptive analysis; mean, frequencies, and standard deviation are used to describe the profile of respondents, employee engagement levels, and level of employee turnover intention.

Pearson correlation test was used to determine the nature, direction, and significance of the relationship between employee engagement and turnover intention. The study also applied multiple regression analysis models for testing the hypotheses drawn from the conceptual framework in which the effect of employee engagement on employee turnover intentions was computed.

3.7 Ethical Issues

It is a key concern of the researcher that ethical issues are understood and addressed in advance throughout this research project. At each engagement with the hotel, the researcher outlined that the purpose of any information sought will be to support this study only. The key benefit of maintaining a duty of care to all respondents and the organization can assist in the development of future research in the workplace.

“There are ethical issues in every aspect of the research process” (Quinlan,2011). A researcher needs to be aware of the ethical issues faced by the participants in the research project. Out of all the questions that Quinlan (2011) suggested, the researcher considered the following four questions.

1. How can I guarantee anonymity?
2. How can I guarantee confidentiality?
3. Have I provided participants with enough information about the research project?
4. Are the participants aware that they can withdraw from the research at any time?

The participants were guaranteed and made fully aware of the fact that their participation was voluntary and that withdrawing from the process at any time was completely acceptable.

CHAPTER 4

DATA PRESENTATION, ANALYSIS, AND INTERPRETATION

4.1 Introduction

In this chapter, the result obtained from employees of De Leopole International Hotel using a questionnaire survey are presented and analyzed. This section is divided into two main sections. The first section presents the results of descriptive analyses and the second section presents the regression analysis results. The presentation of the results is followed by discussions of the information gathered from the respondents and making use of evidence from the literature to support them. Generally, this section is organized in the following manner: First, the profile of respondents is presented and analyzed. Second, data collected through questionnaires are analyzed.

4.2 Response Rate

This study was designed to test the Effect of Employee Engagement on Employee Turnover Intentions of De Leopole International Hotel. Data was collected from the Hotel employees. Consequently, 124 questionnaires were distributed and 104 were returned which has a response rate of 80%. According to Mugenda (1999), a 50% response rate is adequate, 60% good and above 70% is rated very good so an 80 percent rate of response is very good.

4.3 Profile of Respondents

The necessary information for this study was obtained from both the management and non-management employees of De Leopole International Hotel. According to the policies of DLIH, general managers, departmental managers, and first-level supervisors are considered

management employees, and housekeeping, security, food and beverage production, and delivery personnel are considered a non-management employees. Information is obtained from 104 of them.

Respondent Characteristics	Categories	Frequency	Percent
Gender	Female	67	64.4
	Male	37	35.6
Age	18 to 30 years	20	19.2
	31 to 45 years	48	46.2
	46 to 60 years	21	20.2
	Above 60 years	15	14.4
Education	High School or below	59	56.7
	Diploma	23	22.1
	Degree	19	18.3
	Masters and above	3	2.9
Position	Manager	11	10.6
	Non- Manager	93	89.4
Work experience	Below 2years	56	53.8
	From 3 – 8year	43	41.3
	From 9 – 14 years	4	3.8
	From 15 – 20 years	0	0
	21years and above	1	1.0

Source: Survey Data

Table 4.1: Demographic profile of Respondents

The gender composition of respondents shows that out of the total respondents, 67 (64.4%) are females and 37 (35.6%) are males. The age distribution of the respondents' results indicates the majority of the respondents are between the age of 31 to 45 (46.2%) followed by the ages of 46-60 (20.2%). Regarding the educational background, the majority of the participants of the study accounts 56.7 percent are in high school or below followed by a Diploma of 22.1 percent (See Table 4.1).

Regarding the positions of the employees, table 4.1 shows that out of the total respondents, 89.4 percent have non-management positions while 10.6 percent have a managerial positions.

Finally, based on the respondents' work experience in the case organization the above table shows that the majority of the respondents have work experience of below two years at 53.8 percent followed by work experience of 3 to 8 years with 41.3 percent. Respondents with 9 to 14 years of experience are (3.8%) small in number followed by those above 21 years having only 1 percent and 15 to 20 years with no respondent. Overall, the majority of the respondents have little experience.

4.4 Results of descriptive statistics

Descriptive Statistics			
	Mean	Std. Deviation	N
Turnover Intentions	3.37	.566	104
Vigor	2.17	.595	104
Dedication	1.85	.369	104
Absorption	2.24	.662	104

Table 4.2: Descriptive Statistics

Source: Survey Data

Table 4.2 describes the overall results generated for turnover intentions in which the mean is 3.37 with a standard deviation of 0.566 which is moderately high from the average value of 2.5 in a five-point Likert scale measurement. From this, it is possible to see that employees' turnover intention is above the average with minimal standard deviation (less than 1). This shows that employees of DLIH have the intention of leaving their job and often consider getting another job.

Participants of this study have less than the average value in their score towards vigor with a mean value of 2.17 and a standard deviation of 0.595 which implies that the company has low employees' willingness to invest their efforts into their job, the low levels of energy and their endurance and persistence in the face of difficulties. This implies the majority of the respondents agree that they are not willing to invest their efforts into their job, the low level of energy, and their endurance and persistence when faced with difficulties.

In addition, the company has a low Dedication level of employee engagement with a mean value of 1.85 and a standard deviation of 0.369. This indicates employees' weak involvement in their work and their feelings of low enthusiasm and significance. Regarding Absorption, the above table shows that participants of this study indicated that the company has also a low level of Absorption with a mean value of 2.24 and a standard deviation of 0.662. This shows that employees are not fully concentrated and happily engrossed in their work.

As revealed in table 4.2 above, all the variables with a minimum standard deviation (less than 1) imply the responses are closer to the average value with fewer variations. This shows the mean is a good representation of the responses.

Overall, the company has a low level of employee engagement in which the vigor (level of energy and mental resilience while working), dedication (strong involvement in work, and experiencing a sense of significance and enthusiasm), and absorption (full concentration and happy engrossment in work) are low. The effect of employee engagement on employees' turnover intention is further analyzed in the following section.

4.5 Correlation Analysis Results

Assessing the relationship between employee engagement and turnover intention is done as follows. Pearson correlation coefficient reveals the direction (positive or negative) and magnitude (-1.0 to +1.0) of relationships. Marczyk et al., (2005) stated that correlations of 0.01 to 0.30 are considered small, 0.30 to 0.70 moderate, 0.70 to 0.90 large, and 0.90 to 1.00 are very large.

		Vigor	Dedication	Absorption	Employee Engagement	Turnover Intention
Vigor	Pearson Correlation	1				
	Sig. (2-tailed)					
Dedication	Pearson Correlation	-.060	1			
	Sig.(2-tailed)	.545				
Absorption	Pearson Correlation	-.008	.289**	1		
	Sig.(2-tailed)	.935	.003			
Employee Engagement	Pearson Correlation	.648**	.415**	.701**	1	
	Sig.(2-tailed)	.648**	.415**	.701**		
Turnover Intention	Pearson Correlation	-.269**	-.274**	-.276**	-.408**	1
	Sig.(2-tailed)	.006	.005	.005	<.001	

****. Correlation is significant at the 0.01 level (2-tailed).**

Table 4.3 Correlation Analysis

Source: Own Survey, Computed on SPSS, 2022

Table 4.3 shows the relationship between employee engagement and turnover intentions. The output reveals the correlation between the dependent (turnover intentions) and independent

(employee engagement) variables is a statistically significant and moderate negative relationship ($r = -.408, p < .001$).

The correlation coefficient shows statistical significance and negative relationship between Vigor and turnover intention ($r = -.269, p = .006$). (Table 4.3). The table also shows that Dedication and employee engagement have significant negative relationship ($r = -.274, p = .005$) and Absorption and turnover intention have statistically significant and negative relationship ($r = -.276, p = .005$).

4.5 Regression Analysis Results

This study used a multiple regression model in which the cause-and-effect relationship between employee engagement and turnover intention is to be tested. In the regression analysis, both the existence of a direct relationship and the significance of the relationship between these variables are to be tested.

4.5.1. Multicollinearity Test

Ho (2006) defines multicollinearity as a “situation in which the independent/ predictor variables are highly correlated”. Multicollinearity can be scanned through running variance inflation factor (VIF) and tolerance static ($1/VIF$) among others. The following table shows the collinearity Statistics composed of tolerance levels and the variance inflation factors (VIF).

Model	Collinearity Statistics	
	Tolerance	VIF
(constant)		
Vigor	0.996	1.004
Dedication	0.913	1.095
Absorption	0.917	1.091
a. Dependent Variable: Turnover Intentions		
b. Predictor: (constant) Vigor, Dedication, Absorption		

Table 4.4: Multicollinearity Test

According to Raykov and Marcoulides (2006), in regression analysis, the presence of multicollinearity implies that one is using redundant information in the model, which can easily lead to unstable regression coefficient estimates. Field (2005) stated that there is a concern for multicollinearity problems if the largest VIF is greater than 10 or a tolerance level below 0.2. The collinearity statistics in the current model show the VIF values are all below 10 and the tolerance statistics are all well above 0.2. Therefore, it is safe to conclude that there is no collinearity within the current data.

4.5.2 Normality Test

Normality tests are used to determine if a data set is well-modeled and whether the error term is normally distributed. A histogram is implemented for this study. The graph presented below showed that the data is normally distributed.

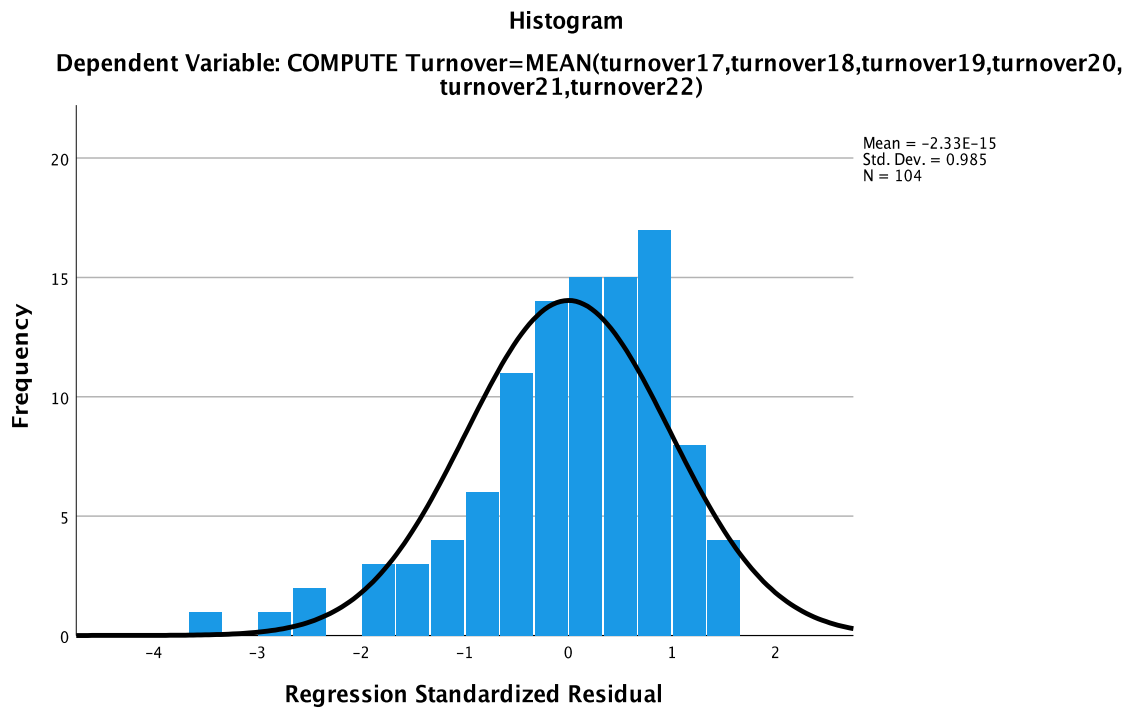


Figure 4.1. Histogram

4.5.4 Model Fit

A model fit is the ability of the model to predict the outcome variable. It is essential to assess the goodness of fit of the model, which is measuring how well the observed data fit the model. A good measure of goodness-of-fit is the R- square because it represents the amount of variance in the outcome explained by the model. That means, it measures the percentage of the variation in the outcome that can be explained by the model.

This study is assessed through R- square, cross-validity, or adjusted R- square and ANOVA. The R square is the proportion of the variance in the dependent variable (Turnover intention) which can be predicted from the independent variable (Vigor, Dedication, and Absorption), whereas, the adjusted R- square measures the cross-validity of the model. It identifies the percentage of variance. The results of the model fit are presented in the model summary and ANOVA tables below.

Model	R	R square	Adjusted R square	Std. Error of the Estimate
1	0.445 ^a	0.198	0.174	0.514
a. Predictors: (constant), Vigor, Dedication, Absorption				

Table 4.5 Model summary

Table 4.5 shows the correlation between the value of Turnover Intention and the optimal linear combination of the independent variables (Vigor, Dedication, Absorption) is 0.445.

With the R square value of 0.198, it may be realized that 19.8% of the variation in ‘Employee Turnover Intention is accounted for employee engagement. The remaining percent of the variance is explained by other variables not included in this study.

The adjusted R squares percentage indicated a good measure of the model because the variance for the dependent variable due to the independent variable is small in the current study.

The result of the variation between the R square (= 0.198) and the adjusted R squared (0.174) is .0024 (about 0.2%). This shrinkage means that if the model were derived from the population rather than the sample it would account for approximately 0.2% less variance in the outcome. This adjusted R square value is very similar to the observed value of R squared (0.198) indicating that the cross-validity of the model in the current study is very good.

Table 4.6 ANOVA Table

ANOVA					
Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	6.531	3	2.177	8.240	<.001 ^b
Residual	26.418	100	.264		
Total	32.949	103			
a. Dependent Variable: Turnover Intention					
b. Predictors: (constant), Vigor, Dedication, Absorption					

The above table of ANOVA shows the overall significance/acceptability of the model from a statistical perspective. As the significance value of F statistics shows a value of $<.001$, which is less than $p < 0.05$, implies the model is significant. This indicates that the model is best fitted at all the conventional levels of significance.

4.6 Coefficients of the Multiple Regression Analysis

The current study employed multiple linear regression models in examining the effect of employee engagement dimensions on employee turnover intentions.

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	5.056	.355		14.260	<.001
Vigor	-.271	.085	-.285	-3.175	.002
Dedication	-.379	.154	-.231	-2.462	.016
Absorption	-.181	.080	-.211	-2.259	.026

Table 4.7 Coefficient of dependent and independent variable

Source own survey 2022

The standardized beta coefficient column shows the contribution that an individual variable makes to the model. The beta weight is the average amount the dependent variable increases when the independent variable increases by one standard deviation (all other independent variables are held constant). As these are standardized, we can compare them.

Table 4.7 shows the independent variables have a significant impact on the turnover intention at different levels of significance and with different strengths.

The effect of turnover intention on vigor is significant at 99% with a sig value of .002. The standardized coefficient (Beta = $-.285$) showed that vigor affects turnover intention negatively. Therefore, the alternative hypothesis that stated the two variables have a significant and negative relationship is supported. That means, high levels of energy and mental resilience while working have a significant and negative impact on employee turnover intention. It also means vigor has a negative effect on the existence of the need to leave the organization.

The second relationship is between turnover intention and dedication, in which dedication is significant at 95% with a sig value of .016. The standardized coefficient (Beta = $-.231$) showed Dedication affects turnover intention negatively. Therefore, the hypothesis that stated there is a statistically significant and negative relationship between the two variables is well supported. That means, that being strongly involved in one's work, and experiencing a sense of significance and enthusiasm toward work reduces employees' turnover intention. This is because they develop a feeling of passion and connection with their work, consequently, they will not want to leave their job.

The third relationship is between turnover and absorption, which shows a significant effect of absorption on the turnover intention at 95% with a sig value of .026. The standardized coefficient (Beta = $-.211$) showed absorption affects turnover intention negatively. Therefore, the hypothesis that stated there is a statistically significant and negative relationship between the two variables is well supported. That means, the more the employees are being fully concentrated and happily engrossed in their work, the less they will have turnover intention. This is because they are positively immersed in their work, they drive innovation and move their organization forward which results in less likelihood of leaving their organization.

The result of the regression analysis of this study is supported by the findings of other studies though they are conducted in different countries of different contexts. That means the negative effect of employee engagement on turnover intentions is similar to previous studies. For example, the empirical study by Naufer & Kumar (2020) on the impact of employee engagement on turnover intention proved that the relationships of those variables were significant and strongly related. Manish Gupati and Musarrat Shaheen (2017), Robyn & Du Preez, (2013), Simons

& Buitendach, (2013), and Shantz et al (2014) concluded that employee engagement negatively affects the intention to quit.

4.7 Summary of Hypothesis test

	Hypotheses	Decision
H1	The effect of vigor on employee turnover intention is significant and negative.	Hypothesis Supported
H2	The effect of dedication on employee turnover intention is significant and negative.	Hypothesis Supported
H3	The effect of absorption on employee turnover intention is significant and negative.	Hypothesis Supported

Table 4.8 Summary of Hypothesis test

CHAPTER 5

SUMMARY OF MAJOR FINDINGS, CONCLUSION, AND RECOMMENDATION

This chapter presents the findings obtained from the analysis and discussion of the collected data, conclusions derived from the findings of the study, and recommendations drawn to address the identified problems.

5.1 Summary of the Findings

To assess the level of employee engagement and employee turnover intention at De Leopole International Hotel and to test the effect of employee engagement on employee turnover intention, descriptive analysis and inferential analysis (multiple regression) respectively have been used.

⇒ The descriptive analysis made of the company shows moderately high turnover intention with a mean value of 3.37 and a standard deviation of 0.566. On the other hand, employee engagement has a low level with vigor having a mean value of 2.17 and a standard deviation of 0.595, less dedication with a mean value of 1.85 and a standard deviation of 0.369, and absorption having a mean value of 2.24 and standard deviation of 0.662. This result shows that employee engagement and turnover intention have a negative relationship, that is, as the independent variable decrease the dependent variable increase.

⇒ All the independent variables (vigor, dedication, and absorption) negatively and significantly predict turnover intentions and they explain 19.7% of the variation in employee turnover intentions (Table 4.5). Based on the standard coefficient (beta) values,

the variables' level of contribution to the variance differs. Vigor ($B=-.285$) has the highest contribution for the variance followed by dedication ($B= -.231$) and absorption ($B= -.211$) (Table 4.7).

⇒ Vigor ($B=-0.285$, sig. value =0.002), dedication ($B= -0.231$, sig. value =0.016) and absorption ($B=-0.211$, sig. value =0.026) have negative and significant effect on employee turnover intention (Table 4.7)

5.2. Conclusion

According to the data in the descriptive analysis, there is a low level of employee engagement and a moderate level of employee turnover intentions in De Leopole International Hotel. The result showed that employees of DLIH have the intention of leaving their job and often consider getting another job. Employees are not willing to invest their efforts into their job, they have weak involvement in their work, feelings of low enthusiasm, and are not fully concentrated and happily engrossed in their work.

The results toward employee engagement show less than the average value. The company has a low level of employee engagement in which the vigor (level of energy and mental resilience while working), dedication (strong involvement in work, and experiencing a sense of significance and enthusiasm), and absorption (full concentration and happiness engrossment in work) are low.

The regression analysis showed that there is a significant and negative relationship between the dependent variable (employee turnover intentions) and the independent variable (employee engagement) taking the three dimensions which are vigor, dedication, and absorption.

Overall, the hotel has a low employee engagement level and moderate employee turnover intention (willingness to leave one's job). The results of regression analysis fully supported the

hypothesis of, the effect of employee engagement and turnover intention is significant and negative.

5.3 Recommendation

This study inferred that employee turnover intention is significantly and negatively affected by employees' engagement. Thus, we can empirically conclude that employee engagement has a negative and significant relationship with employees' turnover intention, to the extent that employee engagement dimensions (vigor, dedication, and absorption) influence turnover intentions within De Leopole International Hotel are statically found to be low.

Accordingly, De Leopole International Hotel and similar organizations need to give special priority to ensuring the reduction of employee turnover intentions by specifically working on improving employee engagement.

Specifically, based on the descriptive and regression analysis results of this study, the following recommendations are forwarded.

- ⇒ Engaged employees believe that the work they are doing is important and has value. They take pride in the results of their work when they feel that they are contributing to something meaningful. As a leader, it is crucial to frequently reinforce the importance of employee roles by helping them see the direct connection between their activities and company success. Leaders of the company need to set goals and challenge employees to meet and promote their sense of purpose by helping them feel trusted and respected by involving them in decisions making which in turn will provide a sense of ownership over the direction of the company.
- ⇒ Leaders need to be able to predict and work on their subordinates' degree of engagement by evaluating their level of vigor, dedication, and absorption to reduce their employee turnover intention
- ⇒ The result indicates a low level of employee energy and mental resilience while working and a lack of strong involvement in work, employees are not experiencing a sense of significance and enthusiasm while working, and they are not fully concentrated and happily engrossment in their work. To alleviate this problem, leaders need to design

proper programs to improve employee engagement and therefore reduce turnover intention.

- ⇒ Overall, according to the descriptive analysis of this study, De Leopole Hotel faces moderate employee turnover, thus, the organization needs to work on special emphasis to improve retention by continuously monitoring the turnover rate and giving attention to the engagement level of employees. If not, the consequences will lead to the loss of a talented workforce, and increase costs such as recruitment and training. This will hinder the growth and success of the organization. Thus, DLIH should recognize the importance of employee engagement in reducing turnover intentions.
- ⇒ Finally, the researcher recommends other studies to use other dimensions of employee engagement to better understand engagement and also to use other variables that can affect employee turnover intentions to better understand other factors that can affect turnover intentions.

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Annexes



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
DEPARTMENT OF BUSSINESS LEADERSHIP
MASTERS THESIS QUESTIONNAIRE

This questionnaire will be intended to collect primary data to be used for the thesis titled “The Effect of Employee Engagement on Turnover Intentions: The case of De Leopole International Hotel” in partial fulfillment of the requirement of a Master of Arts Degree in Business Leadership.

This questionnaire aims to gather data to examine the engagement level of employees in De Leopole International Hotel and to measure the extent to which employee engagement affects turnover intentions for academic purposes only. Therefore, I kindly request your cooperation to answer this questionnaire as clearly as possible. Your answer will be strictly confidential.

Thank you for your cooperation.

1. Demographic and other Information: Please circle one.

1. Gender

A. Female B. Male

2. Age: Which of the following age categories do you belong to?

A. 18-30 B. From 31 – 45 C. From 46 – 60 D. Above 60

3. Educational background:

A. High School B. Diploma C. Degree D. Masters and above

4. Please indicate your position, in your organization

A. Manager B. Non-manager

5. Work experience, in your organization

A. Below 2 years B. From 3 – 8 years C. From 9 – 14 years D. From 15 – 20 years

E. 21years and above

2. Employee Engagement

Please complete the following by marking your choices with "√" in the appropriate box.

NO	DESCRIPTION OF ITEMS	Strongly	Dis Agree	Neutral	Agree	Strongly
		Dis Agree				Agree
		1	2	3	4	5
	VIGOR					
1	At my work, I feel bursting with energy.					
2	At my job, I feel strong and vigorous.					
3	When I get up in the morning, I feel like going to work.					
4	I can continue working for very long periods at a time.					
5	At my job, I am very resilient.					
6	At my work, I always persist, even when things do not go well.					
	DEDICATION					
7	I find the work that I do full of meaning and purpose.					
8	I am enthusiastic about my job.					
9	My job inspires me.					
10	I am proud of the work that I do.					
11	To me, my job is challenging.					
	ABSORPTION					
12	Time flies when I am working.					
13	When I am working, I forget everything else around me.					
14	I feel happy when I am working intensively.					
15	I am immersed in my work.					
16	I get carried away when I am working.					

3. Turnover Intentions

NO	Description of Items for Turnover Intentions	Strongly Disagree	Dis Agree	Neutral	Agree	Strongly Agree
		1	2	3	4	5
17	I dream about getting another job that will better suit my personal needs?					
18	I am often frustrated when not given the opportunity at work to achieve my personal work-related goals?					
19	I often have a consideration of leaving my job at De Leopole International Hotel?					
20	I likely will accept another job at the same compensation level should it be offered to me by another organization?					
21	My current job is satisfying my personal needs?					
22	I often look forward to another day of work in De Leopole International Hotel?					