INFLUENCE OF EMPLOYEE ENGAGEMENT ON INTENTION TO STAY

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ABSTRACT

In today's competitive business landscape, Employee engagement has drawn a lot of attention as a critical element affecting an organization's performance. Employee engagement is the term used to describe the emotional, cognitive, and behavioral commitment that employees have to their jobs, colleagues, and the organizations they work for. It entails a deeper connection that fosters a sense of purpose, involvement, and dedication that goes beyond simple job satisfaction. Employees who are engaged are enthusiastic about their work, driven to put forth their best effort, and in line with the objectives and core values of the company. Intention to stay is expressed as employees desire and commitment to remain with their current organization over an extended period of time.

The present study analyses the influence of employee engagement practices on employee intention to stay. This research work was conducted among IT professionals considering this sector face a significant difficulty in retaining experienced talents. Two standardized questionnaires was used to measure the level of engagement of employees and to assess the intention of employees to stay in the organizations, administered to 75 professionals working in Information Technology(IT) sector. The research design used is cross- sectional and the data was analyzed using SPSS software. It was understood from the study that, employee engagement play a significant role in influencing employees to remain in their current work. Even though there are many other factors exists in organization to hold the talents, the efforts put by the companies through employee engagement can be considered as a prime factor. The research work finds that engagement and intention to stay level varies according to varying degree of ages, years of experience, job level and educational qualification. The study reveals that male respondents have high degree of engagement level and intention to stay level. Improving the employee engagement practices in organization can derive better outcomes in retaining talents. In conclusion, the study found that more engaged employees have higher intention to stay which is a positive result to organizations. The present study also give valid suggestions which will help companies to develop strategic measures to improve the engagement level of employees, which will result in creating an intention to stay among employees. This undoubtedly aids organizations in developing a supportive and enjoyable workplace .

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CHAPTER - 1

INTRODUCTION

1.1 INTRODUCTION

In today's competitive world the most crucial part of all organization is to retain talents. But the interesting matter in this context is to rise an intention among talents to stay in organizations. Companies always offer special salary packages and benefits to hold their people. Here, employee engagement practices as a key driver of productivity, performance, and overall organizational success play an important role. Engaged employees care about their work and about the performance of the company, and feel that their efforts make a difference. These employees are more likely to be productive and higher performing. They also often display a greater commitment to a company's values and goals. Engaged employees often develop an emotional connection to their job and company, and will be focused on working towards their organization's goals. Employee Engagement is defined as the relationship between an organization and its employees, An engaged employee comes with a positive attitude towards the organization and increases the value of the organization, resulting in improved individual and organizational outcomes.

Engaging employees is not a simple job of an HR professional, it is an effort to increase the level of enthusiasm and dedication an employee feel towards their job. An engaged employee always feel connected to an organization and this in return create an impact among intention to stay; which is a crucial outcome influenced by employee engagement. Since, there are a wide range of measures and elements introduced in the organization to retain top talents, employee engagement creates a commitment and passion about their job and this help the employees to stay in the organizations for long period of time. Employee Intention to Stay refers to an individual's desire and willingness to remain with an organization over an extended period. An employee's intention to stay in an organization some of the time ultimately due to their engagement to the job and work environment. So engagement is a fundamental function which introduces an impact among employees to stay back in their place.

The intention to stay in an organization especially in Information Technology (IT) industry has become a crucial area for concern for employers, where the rate of turnover were higher due to the advancement offered by the competitors. In rapidly evolving field like IT,

organizations all time face the challenge of attracting and retaining top talent. The IT industry is highly competitive, with constant demand for skilled professionals. Therefore, the need of understanding the relationship between employee engagement and intention to stay reduces the turnover rates which are considered as more vital for industries. Why this study focuses on IT professionals are the opportunities open in IT sector are abundant and demanding, so it is very critical to identify important factor that contribute to employee intention to stay. Employee who seek employment elsewhere most of the time due to poor environment culture which may not generate emotional connection and commitment which create a desire to continue contributing to the organization's success. Research shown that there is strong positive correlation between employee engagement and intention to stay. Engaged IT employees are more likely to have a higher intention to stay within their organizations.

This study aims to evaluate and understand the influence of employee engagement on employee intention to stay specifically within the context of IT professionals. By assessing the relationship between these two factors, this study seeks to provide insights into organizations to concentrate on employee engagement activities to create an impact on employee intention to stay. Overall, this study aims to provide a comprehensive evaluation of the influence of employee engagement practices on employee intention to stay within organizations. By understanding the impact of these practices, organizations can design and implement targeted initiatives that enhance engagement, foster a positive work environment, and ultimately retain talented and committed employees.

1.2 STATEMENT OF THE PROBLEM

Organizations in the present scenario face numerous challenges in attracting and retaining top talents. Employee retention has become a critical challenge for businesses across industries, as high turnover rates can have significant negative effects on productivity, morale, and overall organizational success. The specific relationship between employee engagement and intention to stay requires further investigation in order to understand the extent to which engagement impacts an employee's decision to remain in their current position. Through this organizations can cultivate a more engaged and committed workforce, promoting long-term organizational

success and sustainability. By examining this influence, organizations can gain valuable insights into the drivers of employee retention and develop effective strategies to enhance employee engagement, ultimately reducing turnover rates and improving organizational stability. Therefore, this study aims to evaluate the influence of employee engagement on the intention to stay, providing evidence-based recommendations to foster a more engaged workforce and increase employee retention within organizations. So researcher finds that, it is very relevant to conduct an in depth evaluation on the influence of employee engagement on intention to stay.

1.3 SIGNIFICANCE OF THE STUDY

High turnover rates can be costly for organizations, leading to increased recruitment and training expenses, loss of productivity, and potential disruption in the workplace. Identifying the influence of employee engagement on intention to stay will help organizations to invest more on engagement strategies to retain top talents, it also reduces turnover rates which are also crucial. Engaged employees are more likely to be committed, motivated, and productive, which positively impacts organizational performance. This study's significance lies in exploring the link between employee engagement and intention to stay. By understanding how engagement levels affect employees intent to remain with the organization, companies can take steps to foster higher engagement, leading to improved performance outcomes. This study finds out the influence of employee engagement on intention to stay, that enable the organizations to enhance employee engagement initiatives and develop targeted interventions that will positively impact on employee's intention to stay within the organizations.

1.4 OBJECTIVES

1. To measure the level of engagement of employees.

2. To assess the intention of employees to stay in the organization

3. To study the influence of engagement practices on employee intention to stay.

1.5 DEFINITION OF CONCEPTS

Employee Engagement

Theoretical definition

"Employee engagement is the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances."- **William Kahn** (1990) *"Psychological Conditions of Personal Engagement and Disengagement at Work."*

Operational definition

Employee engagement is a measurable state in which employees demonstrate a high level of emotional commitment, enthusiasm, and active involvement in their work and the organization.

Influence

Theoretical definition

"Influence refers to the act or power of producing an effect without apparent exertion of force or direct exercise of command"- **Merriam Webster.**

Operational definition

Influence refers to the capacity or power to affect, shape, or alter the thoughts, behaviors, decisions, or actions of individuals, groups, or situations. It involves the capacity to influence the opinions and behaviors of others through communication, behavior, knowledge, position of authority, or personal qualities.

Intention to Stay

Theoretical definition

Intention to stay is defined as employees "intention to stay in the present employment relationship with their current employer on long term basis." - **Johanim** 2012; **Muhammad** and **Umar** 2012.

Operational definition

Intention to stay is an employee's personal decision and desire to continue working for their current organization indicating a commitment to remain in their job over the foreseeable future.

1.6 VARIABLES

1.6.1 Independent Variable: Employee Engagement

1.6.2 Dependent Variable : Intention to Stay

1.7 HYPOTHESIS

- Employee engagement influences intention to stay.

CHAPTER – 2

LITERATURE REVIEW

2.1 INTRODUCTION

Organizations are continuously recognizing the pivotal role that employee engagement plays in their success. Especially in the Information Technology (IT) sector, where human capital is a critical driver of innovation and growth, understanding the relationship between employee engagement and the intention to stay is of paramount importance. As there are many factors existing behind employees intention to stay in their present role, companies still investing a large amount on employee engagement activities. The IT sector evolving day by day characterized by rapid technological advancements and a constant need for upskilling, faces unique challenges in retaining skilled professionals. Employee turnover within IT organizations can result in significant disruptions, knowledge loss, and increased recruitment costs. As such, the concept of employee engagement has gathered attention as a potential driver for enhancing employee retention. In this context, it is critical to explore the complex interactions between employee engagement and intention to stay, that shape the decisions of IT professionals to remain committed to their organizations. To gain deeper insights, the literature review critically analyzes a range of empirical studies conducted in diverse contexts. This review seeks to contribute to the evolving discourse surrounding employee engagement and its impact on the intention to stay within the IT sector.

2.2 REVIEWS

(Sibiya et al., 2014) in their study they sought to determine the prediction of turnover intention by employee engagement and demographic variables in a large South African information and communication technology (ICT) organization. A secondary aim involved assessing the relative strength of employee engagement and number of demographic variables such as age, race, tenure, and qualification's ability to predict the intention to quit the employment of the respondent's current organization. This paper took the Utrecht Work Engagement Scale (UWES) to measure employee engagement, and the Intention to Stay Questionnaire (ISQ) measured turnover intentions. Age and tenure had statistically significant negative relationships with turnover intentions, whilst qualification and race had significant positive relationships with turnover intentions.. The study found that employee engagement and

turnover intentions had a statistically and practically negative relationship. And the study suggests that engaged employees are likely to report lower turnover intentions and qualifications did not predict turnover intentions.

(C V Lolitha & Johney Johnson, 2015) conducted a study in Kerala among IT professionals and it says that the employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job, colleagues and organization that profoundly influences their willingness to learn and perform at work. Employees who are engaged in their work and committed to their organizations give companies crucial competitive advantages including higher productivity and lower employee turnover. Main purpose of this study was to determine the level of employee engagement by demographic variables and to study its relationship with organizational commitment among select IT sector employees in Kerala. The study reinforces previous literature, followed by findings, limitations and conclusions. It concludes that the importance of employee engagement in the organizational setting is undeniable. Prudent practices of engaging employees should be implemented in the organizations in order to enhance their commitment to the organization. The findings of this study imply that employee engagement is positively correlated to affective, continuance and normative commitment. Employees are the assets of any organization and organizations should adopt impeccable measures to engage their key performers to build a committed work force.

(Chandani et al., 2016) conducted a study which aims to understand what is meant by employee engagement and why it is important (particularly with respect to its effect on employee retention and performance), as well as to identify factors that are critical to its effective implementation. The research also shows that that employee engagement results in decline in employees turnover intentions and increase in innovative work related behaviour. This study finds that Engaging employees is a long term task and cannot be accomplished by one training program, no matter how good its quality is. The study suggests that organizations can improve engagement by opportunity thinking, enhancing employee decision making, and

commitment. Based on the findings from the research it was suggested that organizations use appropriate training programs to ensure supervisors build a supportive environment to empower their subordinates. As per the study's findings, employees who worked in a political environment displayed strong negative emotions which in turn could be responsible for hindering their growth along with learning & development. This could directly impact work engagement, which might result in negative job outcomes, lower organizational commitment and greater turnover intentions. Finally, Leadership also has strong influence on employee engagement. The researchers studied an intervention wherein the plants were upgraded. It was observed from the data that each intervention led to changes in soft and hard creativity.

(Pratima Sarangi D., & Nayak B.,2016) it studies the different dimensions of employee engagement with the help of review of literature. It provide an overview and references on some of the conceptual and practical work undertaken in the area of the employee engagement practices in a manufacturing company in India. In this study in a manufacturing company, the factors contributing towards productivity and its overall impact on the organization is measured through the data collected by way of questionnaire. The main objective of the study was to analyze and interpret the impact of employee engagement on success of the company using both primary, secondary data. The study uses the 6 Cs of employee engagement This article is basically individual work responses taken from employees in manufacturing companies. It found through 6 Cs parameters like i)Clarity ii) Confidence iii) Convey iv) Connect v) Credibility and vi) Career, the employees are agreed with these parameters to improve the purpose of effective employee engagement in manufacturing companies.

(Liew et al., 2016) in their study they investigates the relationship between Human Resource Management (HRM) strategies i.e. recruitment and selection, compensation, training and development, supervisor support and work-life balance, and employees' intention to stay working in the company. In summary, employees' intention to continue working in a company can be influenced by certain HRM strategies. This study has found that employees working in construction firm are more likely to continue working if the organization practices HRM

strategies i.e. recruitment and selection, compensation, training and development, supervisor support and work-life balance. The findings implies that work-life balance and compensation are important HRM strategies that can influence employees, particularly the generation Y to continue working in a company.

(Barik S., & Kochar A., 2017) says that an organization always focuses on getting success day by day and employees are the major resources of it. This study mainly focused on various aspects of employee engagement. The results demonstrate that Reward System , Job enrichment , Effective leadership ,Scope of advancement & self-development, Employment security, Self-managed team & decision making authority are the primary factors that brings commitment towards the organization. The study concludes by saying that employee engagement is an emerging issue. Companies are trying hard to retain the talent pool so that the ultimate goal can be achieved. Moreover as the competition between companies is a common phenomenon in current era , so engaging employee is a very vital role to keep pace in track. Employee engagement benefits both organization as well as the employee. In one hand employee gets attention from manager, satisfaction , motivation to grow his innovative and productive behaviour , healthy environment where he gets opportunity to improve his skill, on the other and companies get more efficient employees , profitability , less turnover and hence more productivity.

 (Ali et al.,2018) their research investigated the effect of IT employees engagement on organizational performance through the mediating role of job satisfaction for IT employees within the IT Departments in Jordanian banking sector. The goal of this study was to determine whether IT employee engagement had an effect on organizational performance through the mediating role of job satisfaction. This study implies that IT departments in Jordanian banking should try their best to promote and facilitate IT employees' engagement and satisfaction in an effort to improve their performance, which will eventually yield positive results for the bank as a whole. In light of these results, the research presented many recommendations for future research, the most important ones were the application of this study in other sectors,

cultures, and countries, the exploration of the moderating role of job satisfaction instead of mediating role, and the use of other sampling techniques. The results showed that IT employee engagement significantly affected organizational performance and three of its dimensions, vigor, absorption, and dedication contributed significantly to organizational performance. The results also showed that IT employee engagement positively and significantly affected job satisfaction, where vigor had the most contribution. In addition, it was also found that job satisfaction significantly and positively affected organizational performance.

(Hassan et al., 2018) their study says that it aimed to find out the determinants of employee engagement such as work environment, self-evaluation, organizational treatment and work engagement and their impact on job satisfaction in the information technology sector of Pakistan. Employee engagement is very important and crucial factor in an organization performance. To enhance the employee engagement it is very important to create the self-evaluation set-up for employees in which employee evaluate their self. Treatment to employees must contain fairness and there should be better services and environment to employees. This can create an immense situation and could enhance employee engagement. This study having implications for organization and policymakers.

(Milliman et al., 2018) their study says that the key challenge facing hospitality organizations is to retain and engage frontline employees who play an important role in influencing customer satisfaction. Although engagement has recently received considerable attention from scholars, much still remains to be learned about its intrinsic motivation and work meaning antecedents. Workplace spirituality has been conceptualized as offering new insights into how individuals experience a deeper level of intrinsic work motivation and engagement. This study found that workplace spirituality has a direct effect on employee engagement and intention to stay. Engagement was found to be related to employees' service delivery, but not to their intention to stay. this study provides new insights into the intrinsic work motivation antecedents of engagement and is the first investigation to empirically assess the joint effects of workplace spirituality and engagement on employee service delivery and intention to stay.

(Fernandes K. K., & Balu L., 2018) conducted a study at Rayoner Hospitality. And this study found that there is a strong direct relationship between employee engagement and an employee's intention to stay in an organization. Therefore the greater the employee's engagement in the company, the greater the intention to stay. And this is affected by the job satisfaction and organizational commitment which encourage them to stay in the long run. The paper highlights that, the HR and management need to address this issue and change HR strategies. Although this may be a cost, it is important for the management to realize that the cost of retaining an old employee is lesser than the cost of hiring and training a new employee to work and to help them get adapted and adjust to the culture of the organization. The study concludes that, the organization must engage employee so they will be more loyal, satisfied and productive towards the organizational goals. organizations with right HR practices have few disengaged people, therefore employee engagement enable workers to feel secure and satisfied and help them work to the best of their abilities in order to contribute to the organizational goals.

(Latif et al., 2019) in their study, they examines the reasons to ensure that the ICT employees have less intention to turnover and leave the industry. this study investigate the effect of talent management (TM) on ICT employees' turnover intention (TI). Additionally, employee engagement (EE) also tested as a moderator for the relationship between talent management and ICT employees' turnover intention. The findings of this study assume that there is a high level of turnover intention among ICT employees in Malaysia. Second, the results indicate that talent management is proven to affect turnover intention among employees in the Malaysian ICT industry. Third, the results also show that employee engagement moderates the relationship between talent management and turnover intention. Therefore, this study believes that the higher level of talent management within ICT organizations may be one of the best strategies to make ICT employees engage more; thus, can lower the level of turnover intention among them. Finally, this study believes that a good TM provided by organization will lead to better engagement of employees; thus, lower the TI level occurs in the organization.

(Devi, D. P., & Muthuveloo, R., 2020) in their research they examines the influence of human resource practices on intention to stay among the working academics in private higher education institutions, Malaysia. The research investigate the direct influence of human resources practices comprises of training and development, compensations and benefits, performance appraisal and career development on intention to stay. The findings shows that human resources practices have a positive significant influence on intention to stay. This study also provides insight on the influences of human resources practices on intention to stay and assist organization to formulate a more effective strategy on ways to retain its valuable employees whom are crucial for organizational performance and sustainability. In conclusion, it is confirmed that human resource practices indeed had an influence on intention to stay.

(Tiwari Binita, & Usha Lenka., 2020) their study aims to develop a conceptual framework of employee engagement in downsized organisations and further investigate its association with employer branding. Structural equation modelling was used in this study to evaluate the hypothesized model. Employee engagement is positively associated with employer branding. However, resonant leadership is negatively associated with employee engagement. This study assumes that it will help practitioners redesign their employee engagement practices to build a strong employer brand. The study identifies factors that cause employee engagement in downsized organisations. The results show that resonant leadership has a non-significant relationship with employee engagement. However, greater influence of internal corporate communication, knowledge sharing, continuous learning, intrapreneurship, and perceived communication satisfaction have increased the employees' levels of engagement. High employee engagement helps in developing the organization's image as an employer brand. The Results indicate that internal corporate communication, knowledge sharing, continuous learning, intrapreneurship, and perceived communication satisfaction are positively associated with employee engagement.

(Prasanthi P, 2020) her study was done to find out the impact of perceived organizational support on employees' intention to stay with work-life balance as a mediator. It indicates that

the employees of IT sector in Chennai have higher level of work life balance and their perception about the organizational support is good. Results revealed that Perceived Organizational Support (POS) has a positive and significant relationship with intention to stay and work-life balance act as a partial mediator. The results showed that perceived organizational support has a significant positive relation on intention to stay, the meaning is that if organizational support is good and cooperative, it helps employees' to boost the level of employees' intention to stay with the organization. The indirect effect of perceived organizational support on the intention to stay through work-life balance has a significant positive relationship. But the direct effect between perceived organizational supports on intention to stay is greater than the indirect effect through mediator variable (work-life balance). It indicates that employees' perception is good about organizational support. Thus ultimately, employees are motivated to remain with the organization. In conclusion, perceived organizational support has a positive and significant relation with work-life balance as well as employees' intention to stay. It indicates that the employees of IT sector in Chennai have higher level of work life balance and their perception about the organizational support is good.

(Hasan A., & Ali A., 2021) conducted a study among IT professionals and this study proposes that development-oriented HRD practices and its sub-variables would significantly predict IT professionals' intention to stay. The findings of this research revealed that learning and training opportunities have positive and significant impact on intention to stay among IT professionals. the study also revealed that performance guidance and development has a positive and significant association with intention to stay among information technology professionals. It revealed that learning and training system, and performance guidance and development found to have a significant and positive impact on IT professional's intention to stay. Overall development oriented HRDP have influencing power to retain them. The study has implication for HRD professionals in implementing practices that are beneficial for information technology organizations.

(Ahmad et al., 2021) in their research they examines the influence of employee's engagement on employees' turnover intention and evaluates the moderating role of psychological empowerment in this association Findings of the research document the subsistence of reasonable and confirmative association of employee engagement with turnover intention and confirm the moderation of psychological empowerment. This research evaluated the role of employee engagement in lowering turnover intention in private sector higher education institutions (HEIs) in Peshawar, Pakistan, and examined the moderating role of psychological empowerment in the relationship of employee engagement with turnover intention. The study provides empirical evidence that employee engagement negatively affects employees' turnover intention and psychological empowerment moderates this association. the results evidenced that the higher the level of psychological empowerment, the more are employees likely to stay at their current job. The study also provides some viable future research directions.

(Weeratunga et al., 2022) they conducted among Generation Y and they explains that, generation Y employees are hard to retain in an organization for a longer time period because their main concern is on short-term based job opportunities along with the higher anticipation of quick results. Hence, Generation Y employees generate a higher turnover rate which has been a challenge for organizations in retaining this workforce. The purpose of this research was to discover the Influence of spiritual intelligence towards employee engagement and intention to stay by Generation Y employees in the ICT sector in Kuala Lumpur, Malaysia. The results of this research concluded that spiritual intelligence is positively connected to employees' engagement and intention to stay. The greater level of spirituality of employees in the organization would lead in greater level of ethical behaviour. The greater level of ethical behaviour would ultimately increase the performance of the employees at the organization and intention to stay (McGee and Grant, 2008). It is assumed that spiritual intelligence is critical for the success in the workplace outcomes together with engagement and intention to stay.

(**Mahfouz et al.,2022**) their study examined and bridged the knowledge gap and revealed that sustainable HRM practices explicitly and implicitly impacted employee engagement using organisational justice. The target study population involved engineers employed in Malaysian construction projects. This provided proof of three variable relationships firstly, employee engagement increased with sustainable HRM practices through organisational justice. Secondly, intention to stay increased with organisational justice through employee engagement. Thirdly, intention to stay increased with sustainable HRM practices through organisational justice and employee engagement, and essential role of sustainable HRM practices for enhanced organisational justice was also assumed in this study. The paper elaborated on how organisational justice could catalyse intention to stay. In conclusion Organisational justice positively influenced and increased employee engagement levels while employee engagement impacted intention to stay. The study says that, Organisational justice also affect employee engagement, which subsequently increased the intention to stay. It finds that Sustainable HRM practices are the only alternative for continued HR relevance.

(**OD Arubayi, 2022**) this research seeks to assess the influence of engagement strategies on employee retention in Nigeria. Three engagement strategies (meritocracy, employer branding, and succession planning) were assessed on employee retention. The study showed that the meritocracy strategy is the most ranked factor influencing employee retention; this implies that employees in the organization are rewarded on the basis of their contributions and value to the firm, which in turn influences their decision to stay with the organization. The study was conducted among employees of oil and gas firms. More so, while meritocracy is ranked the most significant factor affecting employee retention, it was found that engagement strategies (like employer branding and succession planning) significantly influence employee retention. On the basis of the findings, it was recommended that organizations can adopt meritocracy, employer branding, and succession planning as engagement strategies.

(S, Sathyanarayana et al.,2022) in their study they aims to explore the attitude of the employees towards the major factors that influence the talent management practices in Indian IT firms intending to stay in the organization. the current paper is aimed to assist managers with some of the vital issues they face with the implementation of talent management strategies. the researchers have identified eight major factors such as quality of supervision, Compensation Management practices, job engagement, innovation practices, open climate, Career Development Path, organizational Environment, and quality of working Environment. The multiple regression model results revealed that the independent variable Compensation management, Job engagement, Open climate, Organizational environment, and quality of working environment were the major drivers of intention to stay in the current organization. When we rank the determinants we found the most prominent determinant being Job Engagement followed by Quality of working environment, Open climate, Compensation management, and Organizational environment. The current study makes significant contributions to both talent management theory and practices. Firstly, we provide empirical support from the perspective of employees about the various talent management practices and strategies employed by various IT companies in the Indian context. Secondly, we provide a scheme of suggestions to IT firms across the sector and various strategies to retain the talented workforce. Thirdly, we have ranked the various variables chosen for the study based on the empirical evidence and suggested the managers' various interventions to nurture and retain the talented workforce. Additionally, the current paper is aimed to assist managers with some of the vital issues they face with the implementation of talent management strategies.

2.3 CONCLUSION

The wide body of literature analyzed in this study, in conclusion, emphasizes the complex and important connection between employee engagement and the intention to stay. The various studies shows that employee engagement, which includes emotional, cognitive, and behavioral factors, has a significant impact on a person's decision to stay loyal to their current firm. The reviewed literature highlights the significance played by employee engagement on influencing employees to create an intention to stay. The literatures reveal that employee engagement is a measurable degree of an employee's positive or negative emotional attachment to their job. It is understood from the reviews that not only the Information Technology sector, sectors like manufacturing, education, service and many are curious on engaging their talents as the business environment is rapidly changing. From the reviews the researcher finds that employee engagement is a critical factor which drive impact on various aspects of organization from top to bottom. As organizations continue to navigate the ever-changing landscape of the IT sector, understanding and harnessing the power of employee engagement will undoubtedly emerge as a critical determinant of sustained success.

CHAPTER -3

METHODOLOGY

3.1 TITLE OF THE STUDY

Influence of Employee Engagement on Intention to Stay.

3.2 RESEARCH DESIGN

The study follows a quantitative research methodology. Quantitative approach place an emphasis on objective measurements and statistical, mathematical or numerical analysis of data gathered by questionnaires and surveys. Quantitative analysis is concerned with collecting numerical data and generalizing it across groups of people or explaining a specific phenomenon. This study analyses the influence of employee engagement on intention to stay. The research design followed here is cross sectional design, which is descriptive in nature where data is collected from various employees working in IT field.

3.3 UNIVERSE AND UNIT

3.3.1 <u>Universe of the study</u>

IT companies in Kerala

3.3.2 <u>Unit of study</u>

An IT professional working in Trivandrum district, Kerala.

3.4 SAMPLING

In this study, simple random sampling technique was used to collect data from population. Through this method, each member of the population has an equal and independent chance of being included in the sample, minimizing bias and allowing for a diverse and unbiased representation of the larger group. This is a probability sampling method that was chosen based on objectives of the study.

3.4.1 Sample Size

75 IT professionals working in different IT companies in the Trivandrum district are taken.

3.5 SOURCES OF DATA

3.5.1 Primary Data

Primary data was collected using two standardized questionnaires on employee engagement and intention to stay.

3.5.2 Secondary Data

The researcher has collected secondary data from journal articles, newspapers, magazines and internet sources.

3.6 TOOLS OF DATA COLLECTION

Two standardized questionnaires was used to collect data to assess the level of engagement on employees and their level of intention to stay in their current organization. Gallup Q12 model developed by Gallup in 1990 was used to assess the engagement level . ISQ (Intention to Stay Questionnaire) tool with 5- point Likert scale survey was used to measure the intention to stay level. The questionnaire consists of 28 questions, including the demographic details of the respondents.

3.7 PILOT STUDY

A pilot study was carried out for assessing the feasibility of the study among the respondents. 10 respondents were selected randomly and the data was collected. After analysis necessary corrections and modifications were made.

3.8 DATA COLLECTION

The researcher used the standardized questionnaire and administered it in the form of Google Forms to collect the primary data from the respondents.

3.9 DATA ANALYSIS

The Statistical Package for Social Sciences (SPSS) , a statistical analysis software programme, was used to analyze the data.

3.10 CHAPTERISATION

This dissertation is presented in five chapters as below:

Chapter 1- Introduction, Statement of the problem, Significance of the study, Objectives, Definitions of Concepts , Variables and Hypothesis.

Chapter 2 – Introduction, Review of literature, and Conclusion.

Chapter 3- Methodology includes Title of the study, Research Design, Universe & Unit, Sampling, Sources of data, Tools for data collection, Pilot Study, Data collection, Data Analysis, Chapterisation and Limitations of the study.

Chapter 4- Data Analysis with statistical tables and its inferences and interpretations.

Chapter 5- Findings, Suggestions and Conclusion are clearly specified in this chapter.

3.11 LIMITATIONS OF THE STUDY

1. The study is conducted in IT field and getting responses from IT employees was a challenge.

2. As the data was collected using google forms, the researcher could not be directly involved in the data collection.

CHAPTER -4

DATA ANALYSIS

AND

INTERPRETATION

4.1 ANALYSIS

This chapter is focused on data analysis. The data for this study were statistically analyzed using Statistical Package for Social Sciences (SPSS). A Google Form questionnaire was used to obtain the data. The data used for analysis were collected from the employees working in the IT sector of Kerala. This chapter provides an analysis of the data based on the objectives and a description of the demographics of the respondents.

4.2 ANALYSIS OF DEMOGRAPHIC VARIABLES

The demographic variables considered for this research are age, gender, educational qualification, job level and years of experience of the respondents.

4.2.1 AGE

Age wise participation

Table no: 4.2.1

Age	Frequency	Percent
18-25	25	33.3
26-35	28	37.3
36-45	13	17.3
46-55	8	10.7
55 and above	1	1.3

Source: Primary data

Fig no: 4.2.1

AGE WISE PARTICIPATION
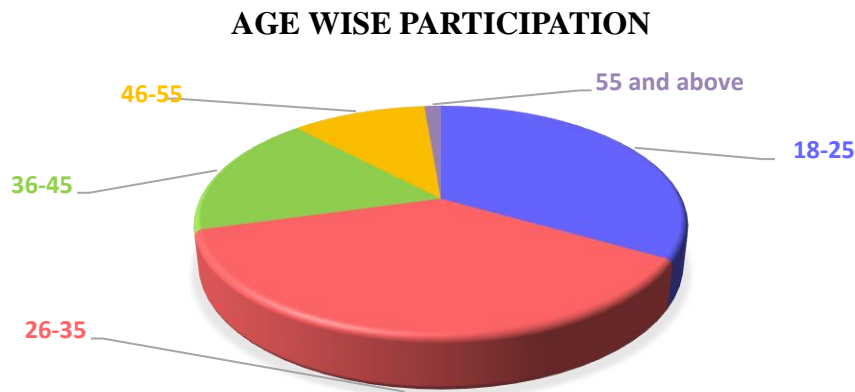
The study collected responses from a total of 75 participants. The provided data presents the distribution of respondents across different age groups. The respondents ages range widely, from those who are younger to those who are at more advanced stages of their careers, as shown by the data, which includes a wide range of respondents. The age group of 18 to 25 years makes up 33.3% of the respondents. The highest proportion of respondents belong to the age range of 26 to 35 years, closely followed by those in the 18 to 25 years. The study included participants from various age groups. The age group of 55 and above comprises a smaller portion (1.3%) of the respondents.

4.2.2 GENDER

Gender wise participation

Table no: 4.2.2

No. of Respondents	Frequency	Percent
Male	45	60.0
Female	30	40.0

Fig no: 4.2.2

GENDER WISE PARTICIPATION

30, 40%

45, 60%

The data presents the distribution of respondents based on gender. The dataset includes a total of 75 respondents. The gender distribution is as follows:

- Males: Number of Respondents is 45.
- Females: Number of Respondents is 30.

The data indicates that 60% of the respondents identify as male, while 40% identify as female. These findings suggest that the study included higher proportion of male respondents (60%) compared to female respondents (40%). It suggests that the study gathered information from both genders about how employee engagement affects employees intentions to stay.

4.2.3 EDUCATIONAL QUALIFICATION

Education qualification of respondents

Table no: 4.2.3

No. of Respondents	Frequency	Percent
Diploma	2	2.7
UG	43	57.3
PG	30	40.0

Fig no: 4.2.3

EDUCATIONAL QUALIFICATION OF RESPONDENTS
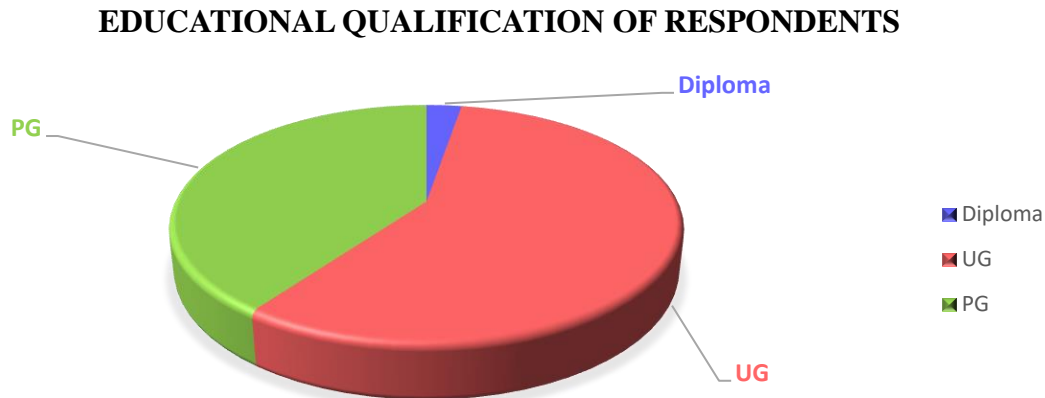
<div align="right">Source: Primary data</div>

The data presents the distribution of respondents based on their educational qualifications. 2 respondents have a diploma qualification. These respondents constitute 2.7% of the total sample. The largest group (43 respondents) has an undergraduate (UG) qualification. This group constitutes the majority, making up 57.3% of the total sample. 30 respondents have a postgraduate (PG) qualification. This group accounts for 40.0% of the total sample. The respondents in this dataset represent a range of educational backgrounds, from diploma holders to those with undergraduate and postgraduate degrees. This information shows how the respondents educational backgrounds are diverse, ranging from postgraduate degrees to diplomas. The results of the survey could reflect a variety of viewpoints due to this diversity. These findings suggests that a higher percentage of respondents have pursued undergraduate education compared to diploma and postgraduate qualifications.

4.2.4 JOB LEVEL

Job level of respondents

Table no: 4.2.4

Job Level	Frequency	Percent
entry-level	23	30.7
mid -level	27	36.0
senior-level	25	33.3

Source: Primary data

Fig no: 4.2.4

JOB LEVEL OF RESPONDENTS
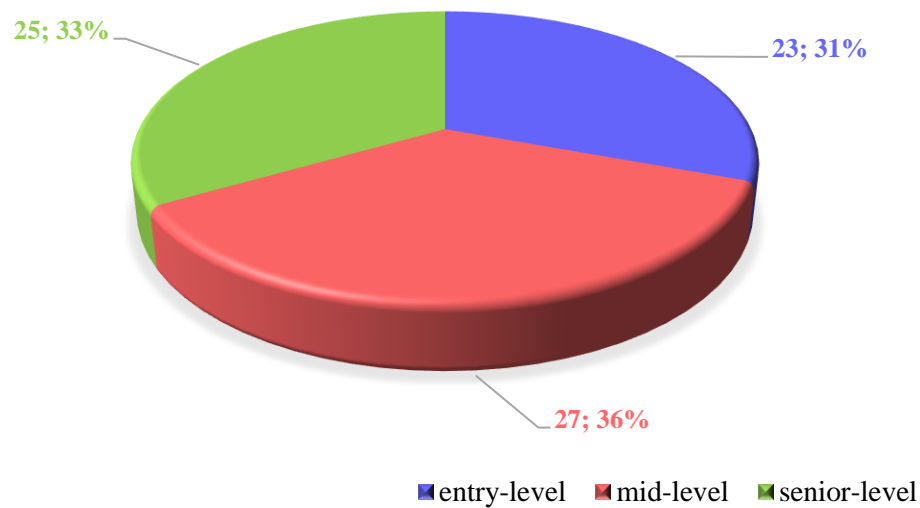
Source: Primary data

The data illustrates the distribution of respondents based on their job levels. The category "entry-level" has 23 respondents, making up 30.7% of the total sample. These respondents are likely in the early stages of their careers, often with less experience and responsibility. The "mid-level" category comprises 27 respondents, accounting for 36.0% of the total sample. These respondents typically have more experience and responsibility than entry-level positions but might not hold senior management roles yet. The "senior-level" category consists

of 25 respondents, representing 33.3% of the total sample. These respondents likely hold positions of higher responsibility, often involving decision-making and leadership roles within the organization.

These findings suggests that the respondents from different job levels is relatively balanced, with mid-level employees having the highest representation at 36.0% and entry-level and senior-level employees closely following at 30.7% and 33.3% respectively.

4.2.5 YEARS OF EXPERIENCE

Years of experience of respondents

Table no: 4.2.5

Years of experience	Frequency	Percent
0-2	29	38.7
3-5	10	13.3
6-8	9	12.0
9 & above	27	36.0

Source: Primary data

Fig no: 4.2.5
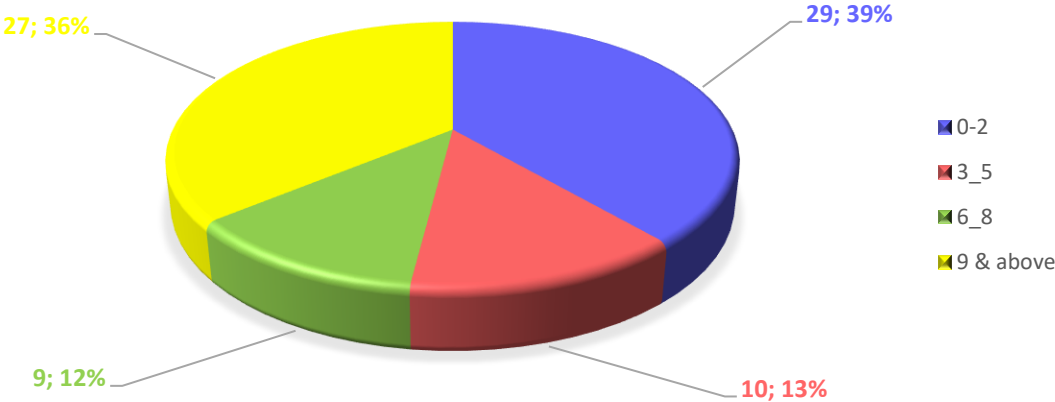
Source: Primary data

The data represents the distribution of respondents based on the number of years they have been with the organizations. The largest group of respondents falls within the category of 0-2 years of tenure (38.7%). This suggests that a significant portion of the participants are relatively new employees, likely in the early stages of their careers. A smaller group of respondents (13.3%) has been with the organization for 3-5 years. A relatively small portion (12.0%) of respondents has a tenure of 6-8 years. A considerable number of respondents (36.0%) have been with the organization for 9 years or more. The distribution suggests a mix of both new and long-term employees. These findings suggest that the study included participants from different experience levels, to understand how the engagement practices influence their intention to stay in organizations.

4.3 ANALYSIS OF EMPLOYEE ENGAGEMENT

Analyzing independent variables is a fundamental aspect of research. An independent variable is a condition in a research study that causes an effect on a dependent variable. It is the variable that is changed or varied to observe its effect on other variables. Employee engagement serves as the independent variable in this research. Frequency table and crosstabulations with demographic variables are analyzed with employee engagement to satisfy the objective. Employee engagement will be examined as a predictor or influencing factor. The researcher also uses chi-square test to identify the significance of demographic variables with employee engagement.

4.3.1 LEVEL OF EMPLOYEE ENGAGEMENT

Table no: 4.3.1

engagement level	frequency	percent
DISENGAGED	3	4.0
ENGAGED	38	50.7
HIGHLY ENGAGED	34	45.3
Total	75	100.0

Source: Primary data

Fig no: 4.3.1

ENGAGEMENT LEVEL PERCENTAGE GRAPH

Engagement level	Disengaged	Engaged	Highly Engaged
Engagement level	4.00%	50.70%	45.30%
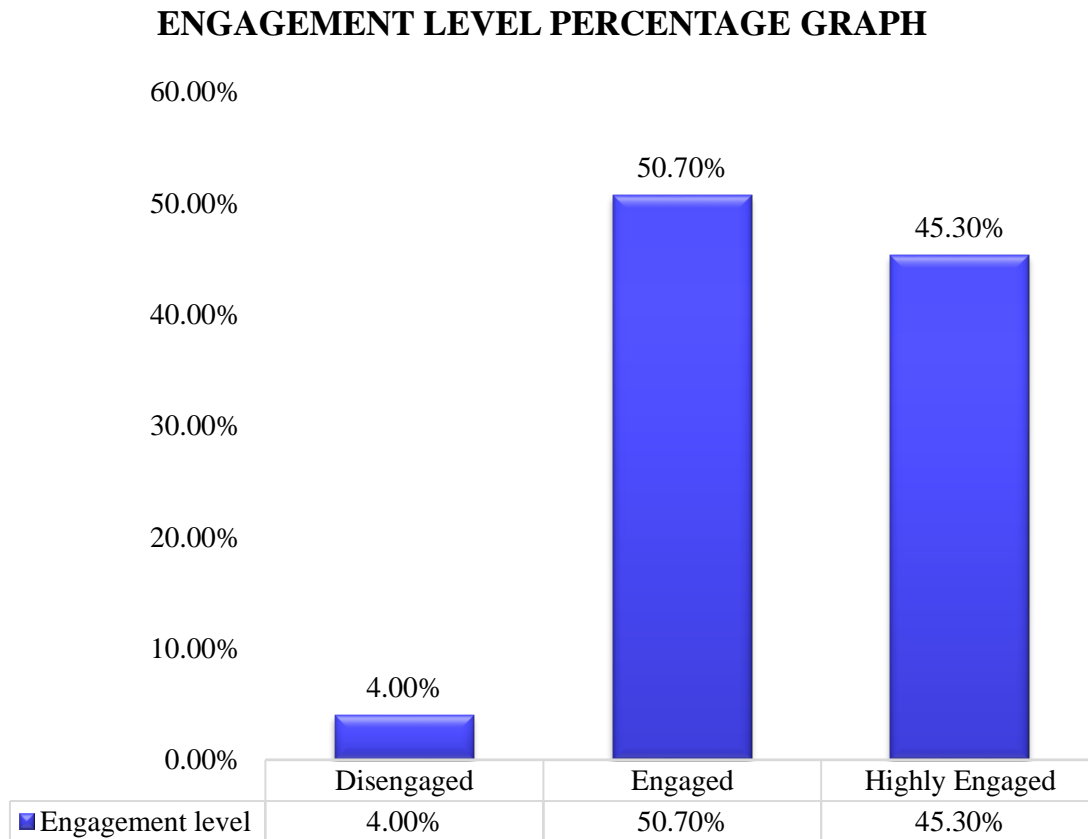
Source: Primary data

This table represent the distribution of engagement levels of respondents. The data shows the frequency and percentage of individuals falling into different engagement categories. The data is categorized into three levels of engagement: Disengaged, Engaged, and Highly Engaged. The majority of individuals are either "Engaged" or "Highly Engaged," with a smaller percentage being categorized as "Disengaged.

- Disengaged: The data shows that 4.0% of the workforce falls under the "Disengaged" category. These people are likely to exhibit low levels of enthusiasm towards their work and the organization. The percentage associated with this category is 4.0% of the total group.

- Engaged: This category indicates that this group has an average level of engagement. The percentage for this category is 50.7% of the total group. Thus, the largest proportion of respondents is categorized as "Engaged."

- Highly Engaged: The data shows that, a significant portion, 45.3%, falls into the "Highly Engaged" category.

4.3.2 DESCRIPTIVE STATISTICS ON EMPLOYEE ENGAGEMENT

Table no: 4.3.2

Sl. No	Employee Engagement Level	Mean
1	I know what is expected of me at work.	4.160
2	I have the materials and equipment I need to do my work right.	4.053
3	At work, I have the opportunity to do what I do best every day.	3.920
4	In the last seven days, I have received recognition or praise for doing good work.	3.373
5	My supervisor, or someone at work, seems to care about me as a person.	3.893
6	There is someone at work who encourages my development.	4.013
7	At work, my opinions seem to count.	4.120
8	The mission or purpose of my company makes me feel my job is important.	3.760
9	My associates or fellow employees are committed to doing quality work.	3.947
10	I have a best friend at work.	3.707
11	In the last six months, someone at work has talked to me about my progress.	3.867
12	This last year, I have had opportunities at work to learn and grow.	3.933

Source: Primary data

The highest mean score (I know what is expected of me at work) 4.160, this indicates that respondents generally feel well-informed about their job expectations. When employees clearly understand what is expected of them, it can contribute to a sense of clarity and purpose in their work. This clarity can reduce ambiguity and stress, leading to a higher level of engagement. The lower mean score, (In the last seven days, I have received recognition or praise for doing good work) 3.373 indicating that respondents might not feel consistently recognized or praised for their efforts. Recognizing employees accomplishments can boost morale and job satisfaction. Overall these findings suggest that the organization has several strengths in terms of providing clarity in job expectations, offering necessary resources, and creating an environment where opinions and development are valued.

4.3.3 CROSS TABULATION OF AGE AND ENGAGEMENT LEVEL

Table no: 4.3.3 (a)

Age & Engagement level Crosstabulation						
			Engagement level			Total
			disengaged	engaged	highly engaged	
Age	18-25	Count	1	14	10	25
		% Within Age	4.0%	56.0%	40.0%	100.0%
	26-35	Count	2	14	12	28
		% Within Age	7.1%	50.0%	42.9%	100.0%
	36-45	Count	0	7	6	13
		% Within Age	0.0%	53.8%	46.2%	100.0%
	46-55	Count	0	3	5	8
		% Within Age	0.0%	37.5%	62.5%	100.0%
	55 and above	Count	0	0	1	1
		% Within Age	0.0%	0.0%	100.0%	100.0%
Total		Count	3	38	34	75
		% Within Age	4.0%	50.7%	45.3%	100.0%

The two variables "Age" and "engagement level" are cross tabulated in this table. The data provides total counts and percentages for each combination of age and engagement level, as well as the distribution of various age groups within each category of engagement level. The table shows that the majority of individuals fall into the "engaged" category across all age groups, with the highest count in the "26-35" age group. The "disengaged" and "highly engaged" categories generally have lower counts, with the "disengaged" category having the lowest counts across all age groups. The findings suggests that the distribution of engagement levels within age groups varies, the "26-35" age group has the highest percentage of engaged respondents, among "18-25" age group 56 % are engaged and in "36-45" age group 53.8% are engaged. In the "26-35" age group, the majority (50.0%) of individuals are engaged, and within that group, 42.9% are highly engaged. It shows that engagement levels vary among different age groups.

Chi- Square test on Age and Engagement level

Table no: 4.3.3 (b)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.896[a]	8	.866
Likelihood Ratio	4.955	8	.762
Linear-by-Linear Association	1.972	1	.160
N of Valid Cases	75		
a. 9 cells (60.0%) have expected count less than 5. The minimum expected count is .04.			

Source: Primary data

This table presents the results of various Chi-Square tests conducted on the data. Chi-Square tests are used to determine if there is a significant association between two categorical variables. The results of the Chi-Square tests suggest that there is no statistically significant

association between age and engagement level. The p-value for all three tests (Pearson, Likelihood Ratio, and Linear- by-Linear Association) are greater than .05 indicates no statistical significance.

4.3.4 CROSS TABULATION OF GENDER AND ENGAGEMENT LEVEL

Table no: 4.3.4 (a)

Gender & Engagement level Crosstabulation						
			Engagement level			Total
			disengaged	engaged	highly engaged	
M /F	Male	Count	2	22	21	45
		% Within M/F	4.4%	48.9%	46.7%	100.0%
	Female	Count	1	16	13	30
		% Within M/F	3.3%	53.3%	43.3%	100.0%
Total		Count	3	38	34	75
		% Within M/F	4.0%	50.7%	45.3%	100.0%

Source: Primary data

The two variables "gender" and "engagement level" are cross tabulated in this table. The data shows the distribution of different gender groups within each engagement level category, and it also provides the total counts and percentages for each combination of gender and engagement level. This table represent the distribution of engagement levels (disengaged, engaged, highly engaged) among individuals categorized by gender (Male and Female). The researcher finds that among Males, 2 respondents (4.4% of the Male group within the engagement level) are categorized as disengaged, and among Females, 1 respondent (3.3% of the Female group within the engagement level) is disengaged.

Among Males, 22 respondents (48.9% of the Male group within the engagement level) are categorized as engaged, and among Females, 16 respondents (53.3% of the Female group within the engagement level) are engaged. Among Males, 21 respondents (46.7% of the Male group within the engagement level) are categorized as highly engaged, and among Females, 13 respondents (43.3% of the Female group within the engagement level) are highly engaged.

Both male and female respondents are well-represented across all engagement levels. Among both male and female respondents, the majority fall into the "Engaged" and "Highly Engaged" categories. The findings suggests that compared to females, males have a marginally higher percentage of engagement in the highly engaged and engaged categories. The distribution overall shows that the engagement levels are reasonably balanced, with a sizable portion falling into the engaged and highly engaged categories.

Chi- square test on gender and engagement level

Table no: 4.3.4 (b)

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.170[a]	2	.919
Likelihood Ratio	.171	2	.918
Linear-by-Linear Association	.027	1	.869
N of Valid Cases	75		
a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.20.			

Source: Primary data

This table presents the results of various Chi-Square tests conducted on the data. Chi-Square tests are used to determine if there is a significant association between two categorical variables. In Pearson Chi-Square the p-value is quite high, indicating that there is no significant association between the variables (engagement levels and gender). The Likelihood Ratio Chi-Square value is approximately 0.171, and p-value is 0.918. Like the Pearson Chi-Square test, this p-value is high, reinforcing the conclusion that there is no significant relationship between engagement levels and gender according to this test. The Linear-by-Linear Association Chi-Square value is approximately 0.027.The associated p-value is 0.869 and the p-value is high, suggesting that there is no significant linear trend in the association between engagement levels and gender. Overall, the results of the Chi-Square tests and the

associated p-values, there doesn't appear to be statistically significant association between engagement levels and gender.

4.3.5 CROSS TABULATION OF EDUCATIONAL QUALIFICATION AND ENGAGEMENT LEVEL

Table no: 4.3.5 (a)

Educational Qualification & Engagement level Crosstabulation						Total
			Engagement level			Total
			disengaged	engaged	highly engaged	
Educational Qualification	Diploma	Count	0	1	1	2
		% Within Educational Qualification	0.0%	50.0%	50.0%	100.0%
	UG	Count	3	24	16	43
		% Within Educational Qualification	7.0%	55.8%	37.2%	100.0%
	PG	Count	0	13	17	30
		% Within Educational Qualification	0.0%	43.3%	56.7%	100.0%
Total		Count	3	38	34	75
		% Within Educational Qualification	4.0%	50.7%	45.3%	100.0%

Source: Primary data

This crosstabulation table shows the relationship between the educational qualification of individuals and their engagement levels. The table presents the counts and percentages of individuals within each combination of educational qualification and engagement level. For individuals with a Diploma qualification, none are categorized as disengaged. Among UG (undergraduate), 24 respondents (55.8%) are categorized as engaged, and 16 (37.2%) are categorized as highly engaged. This suggests that a majority of UG (undergraduate) respondents are engaged in their activities, with a significant portion being highly engaged.

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Among postgraduates, 17 (56.7 %) are categorized as highly engaged, while 13 (43.2%) are categorized as engaged. Similar to undergraduates, this suggests that a substantial proportion of postgraduates are highly engaged, but a smaller percentage are engaged.

In the engaged category, the highest count (24) and percentage (55.8%) are among individuals with an undergraduate (UG) educational qualification. Among highly engaged individuals, the highest count (17) and percentage (56.7%) are among those with a postgraduate (PG) qualification. The findings suggests that, it appears that a higher level of education (UG and PG) is associated with higher engagement levels.

Chi- square test on educational qualification and engagement level

Table no: 4.3.5 (b)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.262^a	4	.372
Likelihood Ratio	5.354	4	.253
Linear-by-Linear Association	2.782	1	.095
N of Valid Cases	75		
a. 5 cells (55.6%) have expected count less than 5. The minimum expected count is .08.			

Source: Primary data

This table presents the results of various Chi-Square tests conducted on the data. Chi-Square tests are used to determine if there is a significant association between two categorical variables. The Pearson Chi-Square statistic is 4.262 with 4 degrees of freedom. The associated p-value is 0.372. This p-value, which is above the significance level 0.05, so there is no statistically significant association between the variables being examined. The Likelihood Ratio Chi-Square statistic is 5.354 with 4 degrees of freedom. The associated p-value is 0.253. Similar to the Pearson Chi-Square test, the p-value here is also greater than 0.05. This supports the notion that there isn't enough evidence to conclude a significant association between the variables. The Linear-by-Linear Association Chi-Square statistic is 2.782 with 1 degree of

freedom. The associated p-value is 0.095. While this p-value is closer to 0.05, it still falls above it. This suggests that there's only a borderline indication of a linear trend between the variables, but it's not strong enough to be considered statistically significant. The researcher suggests that there is no strong evidence to support a significant association between educational level and engagement level.

4.3.6 CROSS TABULATION OF JOB LEVEL AND ENGAGEMENT LEVEL

Table no: 4.3.6 (a)

Job Level & Engagement level Crosstabulation						
			Engagement level			Total
			disengaged	engaged	highly engaged	
Job Level	entry-level	Count	0	14	9	23
		% Within Job Level	0.0%	60.9%	39.1%	100.0%
	mid -level	Count	2	11	14	27
		% Within Job Level	7.4%	40.7%	51.9%	100.0%
	senior-level	Count	1	13	11	25
		% Within Job Level	4.0%	52.0%	44.0%	100.0%
Total		Count	3	38	34	75
		% Within Job Level	4.0%	50.7%	45.3%	100.0%

Source: Primary data

This crosstabulation table illustrates the relationship between job levels and the engagement level of the respondents. Among all job levels, the distribution of engagement levels is relatively balanced, with a higher percentage of engaged and highly engaged individuals than disengaged ones. The senior-level job level has the highest percentage of engaged individuals, while the mid-level job level has the highest percentage of highly engaged individuals. Among respondents at the Entry-Level, none are in the as disengaged category, 60.9% are engaged, and 39.1% are in highly engaged level. For individuals at the Mid-Level, 7.4% are disengaged,

40.7% are engaged, and 51.9% are highly engaged. Among individuals at the Senior-Level, 4.0% are disengaged, 52.0% are engaged, and 44.0% are highly engaged. The engagement level is higher among those who are in the middle level in their jobs. The Entry-Level and Senior-Level job categories have relatively lower proportions of disengagement. Entry-Level and Senior-Level employees seem to have more balanced engagement across the three levels, whereas Mid-Level employees exhibit disengagement and higher engagement rates.

Chi- square test on job level and engagement level

Table no: 4.3.6 (b)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	3.168[a]	4	.530
Likelihood Ratio	3.937	4	.415
Linear-by-Linear Association	.002	1	.965
N of Valid Cases	75		
a. 3 cells (33.3%) have expected count less than 5. The minimum expected count is .92.			

Source: Primary data

This table presents the results of various Chi-Square tests conducted on the data. Chi-Square tests are used to determine if there is a significant association between two categorical variables. The Pearson Chi-Square statistic is 3.168 with 4 degrees of freedom. The associated p-value is 0.530. This p-value, which is notably higher than the common significance level of 0.05, suggests that there's no significant association between the variables being examined. The Likelihood Ratio Chi-Square statistic is 3.937 with 4 degrees of freedom. The associated p-value is 0.415. Similarly, this p-value is also higher than 0.05, indicating a lack of statistically significant association between the variables. The Linear-by-Linear Association Chi-Square statistic is 0.002 with 1 degree of freedom. The associated p-value is 0.965. The extremely high p-value reinforces that there's no significant linear trend or relationship between the variables. So, based on the results of the p-values for all three tests(Pearson, Likelihood Ratio and Linear-by-Linear Association) are greater than .05 indicates that there

is no significant association between educational qualification and engagement levels. Overall, based on these tests, there is no enough evidence to suggest a significant relationship between job level and engagement levels.

4.3.7 CROSS TABULATION OF YEARS OF EXPERIENCE AND ENGAGEMENT LEVEL

Table no: 4.3.7 (a)

Years of experience & Engagement level Crosstabulation						
			Engagement level			Total
			disengaged	engaged	highly engaged	
Years of experience	0-2	Count	0	16	13	29
		% Within Years of experience	0.0%	55.2%	44.8%	100.0%
	3-5	Count	1	3	6	10
		% Within Years of experience	10.0%	30.0%	60.0%	100.0%
	6-8	Count	1	5	3	9
		% Within Years of experience	11.1%	55.6%	33.3%	100.0%
	9 and above	Count	1	14	12	27
		% Within Years of experience	3.7%	51.9%	44.4%	100.0%
Total		Count	3	38	34	75
		% Within Years of experience	4.0%	50.7%	45.3%	100.0%

Source: Primary data

This crosstabulation table illustrates the relationship between years of experience and the engagement level of the respondents. The table categorizes individuals based on their years of experience into four ranges - 0-2 years, 3-5 years, 6-8 years, and 9 years and above. Among individuals with 0-2 years of experience, none are disengaged. 16 respondents (55.2%) are engaged, and 13 respondents (44.8%) are highly engaged. For individuals with 3-5 years of experience, 10.0% disengaged, 30.0% are engaged, and 60.0% are highly engaged. Among individuals with 6-8 years of experience, 11.1% are disengaged, 55.6% are engaged, and

33.3% are highly engaged. For individuals with 9 years and above of experience, 3.7% are disengaged, 51.9% are engaged, and 44.4% are highly engaged. The findings identifies that the percentage of engaged and highly engaged employees seems to be relatively higher for those with more years of experience (9 years and above) i.e., Engaged 14 respondents (51.9%) and Highly Engaged 12 respondents (44.4%) and less years of experience (0-2) i.e., Engaged 16 respondents (55.2%) and Highly Engaged 13 respondents (44.8%).

Chi- square test on years of experience and engagement level

Table no: 4.3.7 (b)

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	4.980[a]	6	.546
Likelihood Ratio	5.624	6	.467
Linear-by-Linear Association	.218	1	.640
N of Valid Cases	75		
a. 7 cells (58.3%) have expected count less than 5. The minimum expected count is .36.			

Source: Primary data

The Chi-Square tests, in all three tests (Pearson, Likelihood Ratio, Linear-by-Linear Association) the p-values are higher than 0.05. The Pearson Chi-Square statistic is 4.980 with 6 degrees of freedom. The associated p-value is 0.546. The Likelihood Ratio Chi-Square statistic is 5.624 with 6 degrees of freedom. The associated p-value is 0.467. The Linear-by-Linear Association Chi-Square statistic is 0.218 with 1 degree of freedom. The associated p-value is 0.640. Overall, based on these Chi-Square tests, there's no strong evidence to support a significant association between the variables being examined.

4.4 ANALYSIS OF INTENTION TO STAY

Analyzing the dependent variable is a fundamental step in data analysis, a dependent variable is the variables try to explain, predict, or analyze in a study, and its behavior or values are affected by changes in other variables, known as independent variables. The dependent variable is the "effect" or "outcome". Intention to stay serves as the dependent variable in this research. The intention to stay is explored to understand the factors, circumstances, and influences that contribute to an individual's decision to continue their involvement or engagement. Frequency table and crosstabulations with demographic variables are analyzed with intention to stay to satisfy the objective. The researcher also uses chi-square test to identify the statistical significance of demographic variables with intention to stay.
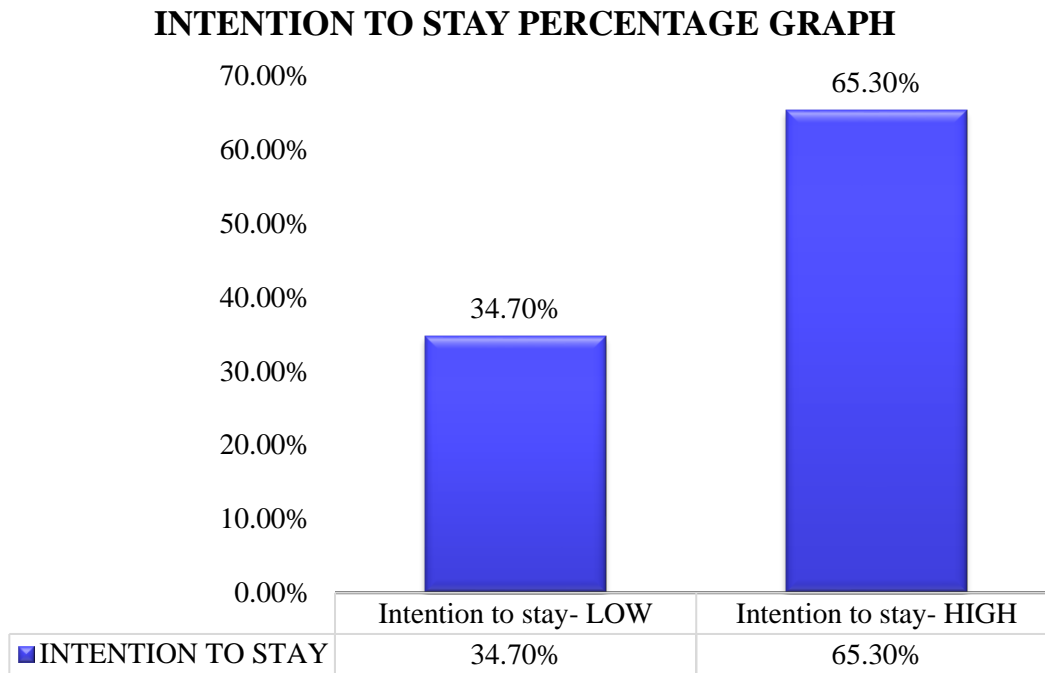
4.4.1 LEVEL OF INTENTION TO STAY

Table no: 4.4.1

Intention to stay	frequency	percent
INTENTION TO STAY-LOW	26	34.7
INTENTION TO STAY-HIGH	49	65.3
TOTAL	75	100.0

Source: Primary data

Fig no: 4.4.1

INTENTION TO STAY PERCENTAGE GRAPH

	Intention to stay- LOW	Intention to stay- HIGH
■ INTENTION TO STAY	34.70%	65.30%

<div align="right">Source: Primary data</div>

This table presents data related to the "Intention to stay" of respondents. The data shows the frequency and percentage of individuals falling into intention to stay categories. It is divided into two categories: "Intention to stay-low" and "Intention to stay-high". 34.7% of the total categorized as having Intention to stay-low. This suggests that these respondents are less committed to remaining in the current situation. 65.3% of the total categorized as having Intention to stay-high. This indicates that these individuals are more inclined to continue their involvement or participation in the current context. The findings suggest that a larger proportion of respondents have a high intention to stay compared to those with a low intention to stay. Overall, this distribution provides insights into the respondents intentions regarding staying in their current job. The higher percentage of respondents with a "High" intention to stay indicates a generally positive sentiment towards their current employment, while the lower percentage with a "Low" intention to stay suggests that certain percentage of respondents might be thinking about leaving their current position.

4.4.2 DESCRIPTIVE STATISTICS ON INTENTION TO STAY

Table no: 4.4.2

Sl. No	Intention to Stay Level	Mean
1	How often have you considered leaving your job?	3.573
2	How frequently do you scan the newspapers/ job portals in search of alternative job opportunities?	3.427
3	How satisfying is your job in fulfilling your personal needs?	3.720
4	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	3.400
5	How often are your personal values at work compromised?	3.360
6	How often do you dream about getting another job that will better suit your personal needs?	3.120
7	How likely are you to accept another job at the same compensation level given a chance?	3.707
8	How often do you look forward to another day at work?	2.453
9	How often do you think about starting your own business?	3.307
10	To what extent do responsibilities prevent you from quitting your job?	3.133

Source: Primary data

The highest mean score (3.720) suggests that respondents find some level of satisfaction in their job's ability to fulfill their personal needs. This suggests a positive connection between their job and personal satisfaction. The highest mean score reflects that when employees find their job fulfilling and satisfying in terms of personal needs, they are more likely to have a higher intention to stay, as their job meets their individual expectations and needs. The lowest mean score (2.453) indicates that respondents do not often look forward to another day at

work, which could be a sign of low job satisfaction or engagement. The mean scores suggests that employees have occasionally contemplated leaving their current job. On average, respondents seem to have lower anticipation for their workdays. These findings suggest that employees have occasionally considered leaving their current job. It indicates some level of dissatisfaction or restlessness but not necessarily a strong desire to leave. The intention to stay levels range from 2.45 to 3.72, indicating a generally moderate mix of sentiments among respondents. However, there might be areas that could be improved. This indicates a moderate level of job dissatisfaction or a desire for change among the workforce. It suggests that employees find a moderate level of satisfaction in how their current job meets their personal needs. There might be room for improvement in aligning job roles with personal aspirations. The respondents experience occasional frustration due to missed opportunities to accomplish their personal work-related goals. Overall, the mean scores indicate a mix of (high/ low) intention to stay level among respondents.

4.4.3 CROSSTABULATION OF AGE AND INTENTION TO STAY

Table no: 4.4.3 (a)

Age & Intention to stay level Crosstabulation					
			Intention level		Total
			intention to stay- low	intention to stay- high	
Age	18-25	Count	14	11	25
		% Within Age	56.0%	44.0%	100.0%
	26-35	Count	9	19	28
		% Within Age	32.1%	67.9%	100.0%
	36-45	Count	1	12	13
		% Within Age	7.7%	92.3%	100.0%
	46-55	Count	2	6	8
		% Within Age	25.0%	75.0%	100.0%
		Count	0	1	1

	55 and above	% Within Age	0.0%	100.0%	100.0%
Total		Count	26	49	75
		% Within Age	34.7%	65.3%	100.0%

Source: Primary data

This table shows the cross-tabulation that examines the relationship between age groups and intention levels to stay of respondents. Among respondents aged 18-25, a majority (56.0%) had a low intention to stay, while 44.0% had a high intention to stay. In the 26-35 age group, a significant portion (67.9%) had a high intention to stay, compared to 32.1% with a low intention to stay. Respondents aged 36-45 had a relatively lower percentage 7.7% with a low intention to stay, but 92.3% had a high intention to stay. The majority of respondents in most age groups express a "High" intention to stay, except for the 18-25 age group. Among respondents aged 55 and above, all indicate a "High" intention to stay. The percentage of respondents with a low intention to stay generally decreases as age increases. Overall, out of the total 75 respondents, 26 had a low intention to stay and 49 had a high intention to stay.

Chi- Square test on Age and Intention to stay

Table no: 4.4.3 (b)

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.139[a]	4	.038
Likelihood Ratio	11.294	4	.023
Linear-by-Linear Association	7.260	1	.007
N of Valid Cases	75		
a. 4 cells (40.0%) have expected count less than 5. The minimum expected count is .35.			

Source: Primary data

Chi-square tests are used to determine if there is a significant association between age and intention to stay. This value, 10.139, is the result of the Pearson chi-square test. It measures the overall association between the two categorical variables. The p-value for this test is .038, which is below 0.05, indicating that there is a statistically significant association between age groups and intention levels. The value, 11.294, is the result of the Likelihood Ratio chi-square test. The p-value for this test is .023. Similarly, this p-value is below 0.05, indicating a statistically significant association. The value, 7.260, is the result of testing for a linear trend in the association between age groups and intention levels. The p-value for this test is .007, which is also statistically significant. The results of the chi-square tests indicates that there is a statistically significant association between age groups and intention levels. This means that the likelihood of different intention levels (low or high) varies significantly across different age groups. The p-values for all three chi-square tests are below 0.05, indicating that the associations are not likely due to random chance. The linear-by-linear association test further supports the idea of a trend across age groups.

4.4.4 CROSSTABULATION OF GENDER AND INTENTION TO STAY

Table no: 4.4.4 (a)

Gender & Intention to stay level Crosstabulation					
			Intention level		Total
			Intention to stay-low	Intention to stay-high	
M /F	Male	Count	17	28	45
		% Within M/F	37.8%	62.2%	100.0%
	Female	Count	9	21	30
		% Within M/F	30.0%	70.0%	100.0%
Total		Count	26	49	75
		% Within M/F	34.7%	65.3%	100.0%

Source: Primary data

This crosstabulation table examines the relationship between respondents genders and their intention to stay level. Both male and female respondents have a higher percentage (65.3%) with a high intention to stay compared to those with a low intention to stay. Among both male and female respondents, the majority express a "High" intention to stay. The highest percentage of respondents with a "High" intention to stay is among the female gender group. The findings suggests that there is a relationship between gender and intention to stay. Among males, 37.8% have a low intention to stay, and 62.2% have a high intention to stay. Among females, 30.0% have a low intention to stay, and 70.0% have a high intention to stay. Overall both male and female respondents tend to show a stronger inclination toward staying (high intention to stay) rather than leaving (low intention to stay).

Chi- Square test on Gender and Intention to stay

Table no: 4.4.4 (b)

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	.481[a]	1	.488
Continuity Correction	.199	1	.656
Likelihood Ratio	.485	1	.486
Linear-by-Linear Association	.474	1	.491
N of Valid Cases	75		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 10.40.			
b. Computed only for a 2x2 table			

Source: Primary data

Chi-square tests are used to determine if there is a significant association between gender and intention to stay. In Pearson Chi-Square test the p-value is relatively high (above 0.05), indicating that there is no association between gender and intention levels. The continuity correction chi-square value is .199. This test is a variant of the Pearson chi-square test and is computed when dealing with a 2x2 table (two categorical variables, each with two levels). The p-value for this test is .656, which is also not significant. The likelihood ratio chi-square value is .485 and the p-value is .486. Therefore p-values from all the tests (Pearson, Likelihood Ratio, Continuity Correction, and Linear-by-Linear Association) are greater than the conventional significance level of .05. This suggests that there is no statistical significant association between gender and intention to stay.

4.4.5 CROSSTABULATION OF EDUCATIONAL QUALIFICATION AND INTENTION TO STAY

Table no: 4.4.5 (a)

Educational Qualification & Intention to stay level Crosstabulation					
			Intention level		Total
			intention to stay- low	intention to stay- high	
Educational Qualification	Diploma	Count	0	2	2
		% Within Educational Qualification	0.0%	100.0%	100.0%
	UG	Count	20	23	43
		% Within Educational Qualification	46.5%	53.5%	100.0%
	PG	Count	6	24	30
		% Within Educational Qualification	20.0%	80.0%	100.0%
Total		Count	26	49	75
		% Within Educational Qualification	34.7%	65.3%	100.0%

Source: Primary data

This table shows the cross-tabulation that examines the relationship between educational qualification and intention to stay levels of respondents. The respondents with an "UG" educational qualification, a higher percentage (53.5%) have a high intention to stay compared to those with a low intention to stay (46.5%). The respondents with a "PG" educational qualification, a higher percentage (80.0%) have a high intention to stay compared to those with a low intention to stay (20.0%). Among respondents with a "Diploma" educational qualification, none have a low intention to stay. The percentage distribution of intention levels varies across different educational qualification groups. Overall, The highest percentage of respondents expressing a "High" intention to stay is among the postgraduate (PG) education level. Among all educational qualification levels, the majority of respondents have a "High" intention to stay. Respondents with a diploma education level all indicate a "High" intention to stay. The findings suggests that individuals with higher education levels, especially postgraduate (PG), tend to have a stronger intention to stay in their current jobs. However,

overall, the majority of respondents from all educational backgrounds express a high intention to stay.

Chi- Square test on Educational Qualification and Intention to stay

Table no: 4.4.5 (b)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	6.574[a]	2	.037
Likelihood Ratio	7.378	2	.025
Linear-by-Linear Association	2.778	1	.096
N of Valid Cases	75		
a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is .69.			

Source: Primary data

Chi-square tests are used to determine the significant association between educational qualification and intention to stay. The results of the chi-square tests suggest that there is a statistically significant association between respondents' educational qualifications and their intention levels to stay. The p-values for the Pearson and Likelihood Ratio tests are below 0.05, indicating a significant association.

4.4.6 CROSSTABULATION OF JOB LEVEL AND INTENTION TO STAY

Table no: 4.4.6 (a)

Job Level & Intention to stay level Crosstabulation					
			Intention level		Total
			intention to stay- low	intention to stay- high	
Job Level	entry-level	Count	11	12	23
		% Within Job Level	47.8%	52.2%	100.0%
	mid -level	Count	7	20	27
		% Within Job Level	25.9%	74.1%	100.0%
	senior-level	Count	8	17	25
		% Within Job Level	32.0%	68.0%	100.0%
Total		Count	26	49	75
		% Within Job Level	34.7%	65.3%	100.0%

Source: Primary data

This table examines the relationship between respondents job level and intention to stay. The entry-level group, 47.8% have a low intention to stay, and 52.2% have a high intention to stay. The percentage of respondents with a high intention to stay generally increases from entry-level to mid-level and senior-level positions. Among all job levels, the majority of respondents express a "High" (65.3%) intention to stay. The highest percentage of respondents with a "High" intention to stay is in the mid-level job category.

- Higher Intention to Stay: Respondents in mid-level job positions have the highest percentage (74.1%) with a high intention to stay, followed by senior-level (68.0%) and entry-level (52.2%).

- Low Intention to Stay: Entry-level respondents have the highest percentage (47.8%) with a low intention to stay, followed by mid-level (25.9%) and senior-level (32.0%).

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Chi- Square test on Job level and Intention to stay

Table no: 4.4.6 (b)

Chi-Square Tests			
	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	2.748[a]	2	.253
Likelihood Ratio	2.716	2	.257
Linear-by-Linear Association	1.239	1	.266
N of Valid Cases	75		
a. 0 cells (0.0%) have expected count less than 5. The minimum expected count is 7.97.			

Source: Primary data

This table shows the crosstabulation between respondents job levels and their intention levels to stay. The results of these chi-square tests suggest that there is no statistically significant association between respondents job levels and their intention levels to stay. The p-values for all the tests ((Pearson, Likelihood Ratio, Linear-by-Linear Association) are above 0.05.

4.4.7 CROSSTABULATION OF YEARS OF EXPERIENCE AND INTENTION TO STAY

Table no: 4.4.7 (a)

Years of experience & Intention to stay level Crosstabulation					
			Intention level		Total
			intention to stay- low	intention to stay- high	
Years of experience	0-2	Count	14	15	29
		% Within Years of experience	48.3%	51.7%	100.0%
	3-5	Count	3	7	10
		% Within Years of experience	30.0%	70.0%	100.0%
	6-8	Count	4	5	9
		% Within Years of experience	44.4%	55.6%	100.0%
	9 and above	Count	5	22	27
		% Within Years of experience	18.5%	81.5%	100.0%
Total		Count	26	49	75
		% Within Years of experience	34.7%	65.3%	100.0%

Source: Primary data

This crosstabulation presents data related to the relationship between years of experience and Intention to stay. The highest percentage of respondents with a "High" intention to stay is among those with 9 years and above of experience. Among all ranges of years of experience, the majority of respondents express a "High" intention to stay i.e., 65.3%. It appears that individuals with higher years of experience (9 and above) tend to have a higher intention to stay (81.5% with high intention to stay). Respondents with 0-2 years of experience have a relatively balanced distribution between "Low" and "High" intention to stay. It finds that as the years of experience increase, the proportion of individuals with high intention to stay also increases. More experienced people appear to be more likely to have a high intention to stay in their present jobs or organizations.

Chi- Square test on Years of experience and Intention to stay

Table no: 4.4.7 (b)

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.956[a]	3	.114
Likelihood Ratio	6.178	3	.103
Linear-by-Linear Association	4.635	1	.031
N of Valid Cases	75		
a. 2 cells (25.0%) have expected count less than 5. The minimum expected count is 3.12.			

Source: Primary data

Chi-square tests determine whether there is a significant association between categorical variables. The tests are performed to assess the association between years of experience and intention to stay of the respondents.

- Pearson Chi-Square value: 5.956: The p-value associated with the test is 0.114, which is greater than the typical significance level of 0.05. This suggests that there is no strong indication that the observed associations in the crosstab are statistically significant.

- Likelihood Ratio value: 6.178: the p-value (0.103) is not very low.

- Linear-by-Linear Association value: 4.635: the p-value (0.031) here is lower than 0.05, suggesting a weak indication.

- As the p-values of all the tests ((Pearson, Likelihood Ratio, Linear-by-Linear Association) are moderately low and none of them are below the common significance level of 0.05.

4.5 CROSS TABULATION OF EMPLOYEE ENGAGEMENT AND INTENTION TO STAY

Table no: 4.5 (a)

Engagement level & Intention to stay level Crosstabulation					
			Intention to stay level		Total
			intention to stay- low	intention to stay- high	
Engagement level	disengaged	Count	3	0	3
		% Within engagement level	100.0%	0.0%	100.0%
	engaged	Count	18	20	38
		% Within engagement level	47.4%	52.6%	100.0%
	highly engaged	Count	5	29	34
		% Within engagement level	14.7%	85.3%	100.0%
Total		Count	26	49	75
		% Within engagement level	34.7%	65.3%	100.0%

Source: Primary data

This crosstabulation table shows the relationship between the engagement level of respondents and their intention to stay levels. The table provides insights into how the engagement level of respondents corresponds with their intention to stay. The rows are showing the Engagement Level (Disengaged, Engaged, Highly Engaged) and the columns are showing the Intention to Stay Level (Low Intention to Stay, High Intention to Stay).

Among employees who are disengaged, only 3 respondents have a low intention to stay, None of the disengaged employees have a high intention to stay. For engaged employees, 47.4% have a low intention to stay, implying that a significant portion of them may be considering leaving. On the other hand, 52.6% of engaged employees have a high intention to stay,

showing that a substantial portion is committed to staying. Among highly engaged employees, 14.7% have a low intention to stay, indicating a relatively small percentage may be considering leaving. A significant 85.3% of highly engaged employees have a high intention to stay, demonstrating a strong commitment to remaining with the present organizations. The table shows that as engagement level increases (from disengaged to highly engaged), the intention to stay level also generally increases. Highly engaged employees tend to have the highest percentage of high intention to stay, followed by engaged employees. Disengaged employees have the lowest intention to stay levels. Across all engagement levels, the majority of respondents express a "High" intention to stay. Among highly engaged respondents, the vast majority express a "High" (85.3%) intention to stay.

Chi- Square test on Engagement level and Intention to stay level

Table no: 4.5 (b)

Chi-Square Tests			
	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	14.342[a]	2	.001
Likelihood Ratio	15.835	2	.000
Linear-by-Linear Association	13.779	1	.000
N of Valid Cases	75		
a. 2 cells (33.3%) have expected count less than 5. The minimum expected count is 1.04.			

Source: Primary data

This test assess the association between Engagement level and intention to stay of the respondents. The result of Chi-Square tests collectively provide strong evidence that there is a statistically significant association between Engagement Level and Intention to Stay Level among the sample of employees. The low p-values indicate that the relationship is unlikely to be due to random chance. This suggests that the two variables are not independent of each other, and there is a connection between employee engagement and their intention to stay within the organization.

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CHAPTER – 5

FINDINGS, SUGGESTIONS AND CONCLUSION

INTRODUCTION

This chapter discusses the important findings, suggestions and conclusion of the study. The major objective of the research was to study the influence of engagement practices on employee intention to stay among IT professionals as well as to assess the level of employee engagement and intention to stay among respondents. The study was conducted among 75 IT professionals randomly selected working in different IT companies in Trivandrum district.

The study was based on three objectives i.e.; to measure the level of engagement of employees, to assess the intention of employees to stay in the organization and to study the influence of engagement practices on employee intention to stay. A standardized questionnaire comprising of 12 engagement assessing questions, 10 questions to measure the intention to stay level and demographic questions are used to find the same.

5.1 MAJOR FINDINGS

The objectives of the study have been analyzed and interpreted in the study. The findings of this study provide information on the influence of employee engagement on intention to stay. Major findings based on the responses are given below:

5.1.1 DEMOGRAPHIC VARIABLES

- The total number of respondents in this study is 75. The findings indicate that the study having participants from different age groups ranges from 18-25, 26-35, 36-45, 46-55 and 55 and above. This wide range of ages shows that the study obtained responses from people of various ages.
- The study having highest participation from 18-25 and 26-35 age groups with 33.3% and 37.3% respectively.
- The data indicates that 60% of this study having responses from male category while 40% is contributed by females. Thus, the study have higher participation from male groups. It suggests that the study gathered information from both genders about how employee engagement affects employees intentions to stay.
- The study included participants from different educational background from Postgraduates to Diploma holders. It reveals that 57.3% of the respondents having UG qualification and 40%

of the respondents are with PG qualification. 2.7% of the responses are from diploma holders. This indicates that the study have information from respondents having diverse educational background.

- Participants were from different job level. 30.7% responses from entry level categories, 36.0% from mid- level and 33.3 % responses from senior level categories. This indicates that responses got are relatively balanced and enabled an analysis on the influence of employee engagement on intention to stay among respondents from different job level.

- This study have responses from various participants having different experience level ranging from 0-2 years, 3-5 years, 6-8 years and 9 & above. The data finds that majority of the respondents having 0-2 years of experience (38.7%) following respondents with 9 and above years of experience with 36.0% .

5.1.2 EMPLOYEE ENGAGEMENT

- The analysis on level of employee engagement reveals that out of 75 responses being measured, the majority fall under the "Engaged" and "Highly Engaged" categories, with relatively smaller percentages falling under the "Disengaged" category. 50.7 % are classified as engaged and 45.3% are categorized as highly engaged. This shows a large portion of responses are from engaged and highly engaged individuals from different firms. This suggests a positive level of overall engagement among the participants, with a significant portion being highly engaged.

- The findings in descriptive statistics on employee engagement indicates that respondents having a positive perception of clarity and communication regarding job responsibilities and tasks. The highest mean score 4.160 (I know what is expected of me at work) indicating effective communication about job roles and duties. Also finds that they are provided with the necessary tools and resources to effectively perform their tasks, which increases their productivity.

- The findings from crosstabulation of age and engagement level identifies that that the engagement levels vary among different age groups. The 26- 35 age group has the highest percentage of engaged as well as highly engaged respondents.

- The crosstabulation on gender and engagement level revealed that Compared to females, male respondents have marginally higher percentage of engagement level in the highly engaged and engaged categories.

- The findings from crosstabulation on educational qualification and employee level identified that 56.7% Post Graduate respondents are highly engaged followed by 37.2% Under Graduate respondents. Majority (55.8%) of Under Graduates respondents are in the engaged level.

- Both PG and UG qualified respondents show a significant proportion of engagement, with PG qualified respondents showing a slightly higher percentage of highly engaged individuals compared to undergraduates.

- The crosstabulation on job level and engagement level found that engagement levels among respondents varying with their job levels. that the 60.9% of entry level respondents are in the engaged category. 51.9% of Mid- level respondents are highly engaged and the senior- level 52.0% respondents are engaged while 44.0% are in the highly engaged category. The percentages indicates that the mid- level job category respondents has the higher engagement levels.

- The researcher finds that respondents who have 9 and above years of experience are mostly in the engaged category with 51.9%. The percentage of engaged and highly engaged employees are relatively higher for those with 9 and above years of experience. The findings in years of experience and engagement level of employees suggests that there might be a connection, where more experienced respondents showing higher levels of engagement on average.

- The findings on crosstabulation on years of experience and engagement level reveals that the engagement levels vary across different ranges of years of experience. The respondents who have 0-2 years of experience are mostly in the engaged category which shows 55.2%.

- The findings also indicate that there is no statistical significant association between demographic variables; age, gender, educational qualification, job level and years of experience with engagement level.

5.1.3 INTENTION TO STAY

- The analysis on level of intention to stay, 65.3% of respondents have high intention to stay and 34.7% have low intention to stay. This indicates that large portion of respondents have

intention to stay high. This suggest that a high intention to stay is a positive sign to assess the influence of engagement on intention to stay.

- The findings in descriptive statistics on intention to stay finds a mix of high and low intention to stay among the respondents. the highest mean score 3.720 (How satisfying is your job in fulfilling your personal needs?) suggests that respondents find satisfaction in their current job in fulfilling their needs.

- Cross tabulation on age and intention to stay level reveals that as the age increases, the percentage of respondents with a low intention to stay decreases, and the percentage with a high intention to stay increases. The 36-45 age group have high intention to stay with 92.3% followed by 46-55 age group with 75.0%, 26-35 age group with 67.9% and 18-25 age group with 44.0%. This indicates that across different age groups majority have a high intention to stay. The chi-square test identifies that there is a statistically significant association between age group and intention to stay level.

- Gender and intention to stay level cross tabulation identifies that both male and female respondents have high intention to stay but compared to female respondents, male count higher than female respondents in both high and low intention to stay.

- Cross tabulation on educational qualification and intention to stay level suggests that the intention to stay level varies across different educational qualifications from Post graduation to Diploma. 80.0% Post Graduate qualified respondents having high intention to stay than the Under Graduate and Diploma qualified candidates. 53.5% of UG qualified respondents have a high intention to stay compared to those with low intention to stay. The findings reveals that highly qualified individuals having high intention to stay. The chi-square test reveals that there is statistically significant association between educational qualification and intention to stay level.

- In the crosstabulation of job level and intention to stay level identifies that 74.1% respondents in the mid- level job positions have high intention to stay. The individuals in the mid -level and senior- level (68.0%) have high intention to stay compared to those in the entry -level positions (52.2%). Among all respondents majority have a high intention to stay.

- The crosstabulation on years of experience and intention to stay level finds that the respondents who have 9 and above years of experience (81.5%) have high intention to stay in their present organizations. Individuals in 0-2 years of experience have 51.7% high intention

to stay, respondents in 3-5 years of experience indicates that 70.0% have high intention to stay, respondents in 6-8 years of experience shows 55.6% have high intention to stay. It suggests that among all range of years of experience the majority have high intention to stay.

- The findings also indicates that there is no statistical significance association between gender, job level and years of experience with intention to stay level.

5.1.4 INFLUENCE OF ENGAGEMENT ON INTENTION TO STAY

- The study found that as engagement level increases the intention to stay level also increases.
- It is finds that the disengaged employees have the lowest intention to stay. None of the disengaged employees have high intention to stay. Thus, it suggests that engagement is influencing on intention to stay.
- In the crosstabulation on engagement level and intention to stay level identifies that highly engaged respondents have high intention to stay.
- 85.3% highly engaged respondents have intention to stay, followed by 52.6% engaged employees have intention to stay high. Out of 75 respondents a majority (49) engaged and highly engaged individuals have high intention to stay. The data finds that only 14.7% highly engaged respondents have intention to stay low.
- Across all engagement level it identifies that engaged and highly engaged respondents express high intention to stay.
- The chi square test on engagement level and intention to stay level finds a connection between each other, and there is a statistical significant between engagement level and intention to stay level .

5.2 SUGGESTIONS

- ➢ Considering the engagement level of respondents organizations should foster a culture of open communication where employees feel comfortable sharing their opinions, concerns, and ideas. Implementing regular meetings between managers and employees help to discuss progress, provide feedback, and address any issues create a platform

for communication which is considered as critical for creating engagement among employees.

➢ Clear performance expectations and goals should be set for each employee. This helps the entry level and freshers to understand their roles and responsibilities, leading to a sense of purpose and direction.

➢ More concentration can be given in recognizing and reward employees for their achievements, contributions, and milestones encourage them, implementation of structured rewards and recognition program that highlights outstanding performance help to improve their dedication and commitment towards their organization.

➢ Companies can offer opportunities for learning and growth which support diploma qualified employees in acquiring new skills, attending workshops, and pursuing career development paths within the organization. Create a platform to provide regular feedback on their progress and suggest areas for improvement.

➢ Promote a healthy work-life balance by offering flexible work arrangements, such as remote work options or flexible hours. Ensure that employees have time to rest and recharge, reducing burnout and stress. This help organization to increase the intention to stay especially among their female employees.

➢ Companies create an inclusive workplace where diversity is valued and everyone feels respected and heard which offers sensitivity training to increase awareness and promote a culture of respect among employees.

➢ Provide wellness programs and resources that focus on physical, mental, and emotional health. Offer Employee Assistance Programs (EAPs) to provide confidential support for personal and work-related issues, this will provide better support to entry level employees to create an intention to stay among them.

➢ Empower less experienced and entry level employees by giving them autonomy and decision-making authority within their roles. Involve employees in decision-making processes that affect their work or the overall organization.

➢ Encourage teamwork and collaboration by organizing team-building activities and events. Conduct regular performance reviews to provide constructive feedback and discuss areas of improvement. Companies can invest in developing leadership skills

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among managers. Effective leadership directly impacts employee engagement and retention.

This help organizations to create a positive and engaging work environment that motivates employees to stay committed and contribute to the company's success over the long term. As employee engagement is an ongoing process that requires continuous effort and adaptation based on employee feedback and evolving organizational needs.

5.3 CONCLUSION

The study aimed to assess the influence of employee engagement on intention to stay among IT professionals. In today's competitive world to grow an intention among employees to stay in an organization is very important, this study will help organizations to develop effective strategies to enhance employee engagement which helps to create an intention to stay among employees in their present organizations. Talent retention plays a pivotal role in sustaining competitive advantage, the insights from this study underscore the practical implications for organizations seeking to retain their top talent. Organizations continually investing in employee engagement because, according to research, 92% of business executives believe that motivated employees perform better, improving the effectiveness of their teams and the results of their businesses. Numerous studies have been done to examine the relationship and impact of organizational factors on employees' intentions to stay, but the impact of employee engagement as a predictor of organizational success on employee retention is still of interest. A proactive approach to employee engagement not only positively impacts an individual's intention to stay but also contributes to increased productivity, innovation, and a positive organizational reputation. Through an in-depth analysis of existing literature and statistical analysis it has become evident that a strong relationship exists between engaged employees and their inclination to remain committed to their current employment. The findings of this study highlight the significance of fostering an environment that prioritizes employee engagement as a fundamental organizational objective. By implementing strategies that promote open communication, provide clear expectations and goals, recognize and reward accomplishments, and encourage professional development, organizations can effectively

cultivate a culture of engagement. This, in turn, not only enhances the overall job satisfaction of employees but also reinforces their intention to remain an integral part of the organization's growth and success. As organizations continue to navigate the challenges of talent management and employee retention, it is crucial to recognize that employee engagement is not a one-time endeavor but an ongoing commitment. The pursuit of engagement requires continuous assessment, adaptation, and responsiveness to the evolving needs and aspirations of employees. Ultimately, by prioritizing employee engagement and recognizing its direct influence on the intention to stay, organizations can create an environment where employees thrive, contributing to their own success as well as that of the organization as a whole.

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APPENDIX

QUESTIONNAIRE

Dear respondents,

As a part of my final year dissertation, I am conducting a Research on topic: "Influence of Employee Engagement on Intention to stay". I am looking for participants working in IT sector to fill out this questionnaire.

Your responses will be used solely for research purposes, and all the data collected will remain confidential. The questionnaire should take no more than 10-20 minutes from your valuable time, so please consider taking part in this study.

Thank you.

Demographic Details

1. NAME:

2. AGE:

    ☐ 18-25   ☐ 26-35   ☐ 36-45   ☐ 46-55   ☐56 & above

3. GENDER :

    ☐ Male   ☐ Female   ☐ Others

4. EDUCATIONAL QUALIFICATION:

    ☐ Diploma   ☐ UG   ☐ PG

5. JOB LEVEL:

    ☐ Entry -level   ☐ Mid- level   ☐ Senior -level

6. YEARS OF EXPERIENCE:

    ☐ 0-2   ☐ 3-5   ☐ 6-8   ☐ 9 & above

PART -1 (Engagement Level)

Indicate how often you agree with the following statements ranging from "strongly disagree" (0) to "strongly agree" (5).

Choose the appropriate option from the given statement.

1. I know what is expected of me at work.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

2. I have the materials and equipment I need to do my work right.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

3. At work, I have the opportunity to do what I do best every day.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

4. In the last seven days, I have received recognition or praise for doing good work.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

5. My supervisor, or someone at work, seems to care about me as a person.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

6. There is someone at work who encourages my development.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

7. At work, my opinions seem to count.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

8. The mission or purpose of my company makes me feel my job is important.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

9. My associates or fellow employees are committed to doing quality work.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

10. I have a best friend at work.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

11. In the last six months, someone at work has talked to me about my progress.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

12. This last year, I have had opportunities at work to learn and grow.

☐Strongly Disagree ☐Disagree ☐Neither agree or disagree ☐Agree ☐Strongly agree

PART -2 (Intention to Stay Level)

Indicate how often you agree with the following statements ranging from "Never" (0) to "Always" (5).

Choose the appropriate option from the given statement.

1. How often have you considered leaving your job?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

2. How frequently do you scan the newspapers/ job portals in search of alternative job opportunities?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

3. How satisfying is your job in fulfilling your personal needs?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

4. How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

5. How often are your personal values at work compromised?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

6. How often do you dream about getting another job that will better suit your personal needs?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

7. How likely are you to accept another job at the same compensation level given a chance?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

8. How often do you look forward to another day at work?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

9. How often do you think about starting your own business?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always

10. To what extent do responsibilities prevent you from quitting your job?

☐Never ☐Rarely ☐Sometimes ☐Often ☐Always