

Employee Engagement and Retention: A Study of Software Professionals

H. Fathima^{1,*}, Anwar Basha G.²

Abstract

Employee engagement is a topic of enormous interest to both management practitioners and academicians alike as building an engaged employee base is the biggest differentiator for businesses. In India, employment numbers in industry and services is expected to grow from 223 M in 2010 to 319 M by 2020 as per the India Economic Survey. A person needs to be motivated to go beyond his/her brier and 'step up'. To get to that stage, it becomes important to look at aspects of work that tells us how someone experiences her or his work and be engaged in work rather than look only at job satisfaction. Such experiences that drive an employee to be engaged have become really important for organizations to retain talent in a highly competitive world where there is a 'war for talent'. Employees play an important role in enhancing the growth and profitability of organizations. The phenomenon of employee engagement has been attracting attention of both academicians and practitioners. Previous studies reported that an engaged employee increases self as well as organizational performance. The objective of the study was to understand the construct of employee engagement and examine its relationship with core self-evaluations, organizational culture, job satisfaction, and employee retention and test the proposed framework among software professionals in India. The four constructs were measured through adapted scale namely employee engagement, job satisfaction, organizational culture, and employee retention, besides an existing scale for core self-evaluations. Initially, literature helped in identification of factors used in previous research. Subsequently, expert panel shortlisted factors on the four constructs for their applicability on software professionals. Later, data were collected from 410 respondents representing three information technology companies from large, medium, and small capital category. Exploratory factor analysis was adopted to identify a number of factors in each construct and confirmatory factor analysis to verify the measurement model for each construct. All the scales were examined for their reliability and validity. The relationship among variables was tested through the second order structured equation modeling. All the hypotheses were accepted except one that no significant relationship exists between core self-evaluations and satisfaction. The study concluded that core self-

evaluations and organizational culture construct has significant relationship with employee engagement and employee retention. Additionally, employee engagement mediates the relationship between organizational culture and job satisfaction among software professionals in India.

*Author for Correspondence

H. Fathima
E-mail: fathi.fathimahussain@gmail.com

¹Assistant Professor, Department of Commerce and Computer Applications, K.S. Rangasamy College of Arts and Science, Thokkavadi, Tiruchengode, Tamil Nadu, India

²Assistant Professor, Department of Commerce and Computer Applications, K.S.R. Arts and Science College for Women, K.S.R. Kalvi Nagar, Thokkavadi, Tiruchengode, Tamil Nadu, India

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INTRODUCTION

Organizations are competing in the global market. They are experiencing difficulties and challenges in managing human resources. To survive in the competitive world, organizations need to focus on the strength of their employees to

achieve competitive advantage. Nowadays, many organizations are facing the problem to keep their employees actively engaged for long time. Various factors affect employee engagement, namely: employee attitudes, employee retention, personality dispositions, and organizational culture [1–3]. Some researchers have demonstrated links between engagement with productivity and organizational performance [4]. The present study focuses upon employee engagement and retention in software professionals in India. Further, it presents the validation of a model of employee engagement that integrates four constructs i.e. job satisfaction, employee retention, organizational culture, and core self-evaluations. In today's scenario, managing human resources are important for all organizations. Searching the right candidate, training, and preparing them are a big challenge. A knowledgeable and skilled employee is the asset for the organization that improves creativity and organizational innovation. Therefore, HR professionals are working to develop innovative HR practices for engaging employees, motivating, and retaining them. The result of these practices increases organizational performance and productivity. The information technology sector has grown considerably after 1990s. NASSCOM (1995–2015) annual reports have shared the problems and prospects that have emerged over the years. The report highlights the human resource management challenges in terms of demand for skills required in present and future. This sector has been experiencing growth and is facing problems in managing attrition (Kamalanabhan, Sai and Mayuri, 2009) [5]. This may prove to be the major reason in studying the factors related to employee engagement and retention in IT sector in India.

GROWTH OF INFORMATION TECHNOLOGY SECTOR

IT Industry: An Overview

Information technology (IT) and Information technology enabled services (ITES) have emerged as one of the most dynamic and vibrant sectors contributing and propelling the growth of economy. As per NASSCOM, the Indian IT/ITES industry is expected to grow by 11–14% in FY2013. NASSCOM has also envisaged the IT/ITES industry to achieve a revenue target of USD 225 billion by 2020, for which the industry needs to grow by 13% on a year on year basis in the next eight years. The projected growth of the IT and ITES is really important for the country from an employment generation point of view as well. The Government of India has set the promotion of IT as one of its top priorities. IT is also a key foreign direct investment (FDI) focus area. The IT industry has a ripple effect on the rest of the economy and is, therefore, very strategic. Currently, India accounts for less than 5% of the global technology spending, and this provides a huge opportunity for the growth of the industry, both in terms of moving up the value chain, as well as growing the sector. The industry, however, needs to overcome several challenges to make the best of this growth opportunity, and attrition is one of its key challenges, as people are the most important resource in this industry.

Engaging Employees in the IT Industry

To achieve its ambitious growth targets and realize its full potential, the IT/ITES industry clearly needs, in addition to the policy push from the government, employees who are 'engaged'. Overwhelmingly, it is becoming clear that engaged employees are great for an organization. They contribute more (therefore, are more productive), remove roadblocks, show traits of stewardship, and do not leave the organization (have more desire to stay with the organization). The greater the employee engagement, the greater is the employee's inclination to 'go the extra mile' and put in the extra effort for the benefit of the organization. Further, engaged employees being more committed to the organization are more inclined to stay. What the IT industry needs to realize its potential and make the most of the immense opportunity that lies ahead of them is to focus on creating 'engaged employees'.

Employee Engagement and Retention

Optimal performance has gained attention in management of human resource as a novel way to look at evaluation of workplace in twenty-first century. The traditional approach to performance management and its measures is good for stable jobs in which work processes are easily observable

and predictable. However, today work is often complex, rapidly changing, and hard to measure [6]. There has been increased attention shown in the phenomena of job engagement and employee engagement, and its role in increasing employee performance [7]. Therefore, for understanding work, organizations should utilize human resource initiatives and available psychological capital in the workplace for development and enhancement of employee engagement. Employee engagement has been defined as an employee's cognitive, emotional, and behavioral state directed towards positive organizational outcomes [8]. Engagement also refers to strong positive feeling about job and organization. Employees also speak good about the organization (Schemerhorn, 2004) cf [9]. It indicates that employee is willing and ready to help others, and adopts innovative ideas to improve organizational performance. Another view of employee engagement is the level of commitment and involvement an employee has towards his/her organization. An engaged employee is aware of the business context and works with colleagues to improve performance and productivity for the benefit of the organization [4, 10]. This view shows that engagement occurs where an employee is committed to his/her work in the organization. According to Chartered Institute of Personnel Development (CIPD) observation, engagement has become an umbrella concept for practitioners to capture various means by which an employee can put additional or discretionary effort—a shift to willingness on the part of employees to work beyond the contract [11]. This extra-work beyond contract is also referred as organizational citizenship behaviour. Another major challenge for organization is to retain people. The concern for employee retention has increased due to ample job opportunities available in the IT sector. The high attrition rate is a difficult proposition for organizations to remain competitive. In order to control this turnover, organizations are making effort to attract and retain talent. The retention management practices comprise of introducing human resource management practices, providing career opportunities, recognition and work-life balance so that employees perceive the organizational efforts favorably and decide to remain with the organization. The present study emphasizes on identifying the antecedents of engagement in the form of organizational and individual factors namely culture and personality, and examines retention as an outcome of employee engagement and job satisfaction in the organization. Subsequently, test the model prepared based on the gaps in the existing literature.

In the previous decade, scholars and practitioners have generated interest in the concept of employee engagement. Organizations are interested to know the level of engagement of their employees which has been known to affect the organization's profitability, performance, and organizational growth [12, 13]. The concept of employee retention has gained prominence due to availability of job/career choices which resulted in exodus of people from the organization commonly referred as attrition/employee turnover. Academicians and practitioners have worked on these concepts; regrettably, there has been no uniform definition of the construct used in the literature to measure employee engagement and retention. To develop a clear understanding on engagement and retention, forthcoming paragraphs will explain about engagement and then on retention, citing various definitions of constructs used by researchers.

Employee Engagement

Personal Engagement: Need Satisfaction Approach

There are four approaches to study engagement—need satisfaction, burnout, job satisfaction, and multidimensional approach. These approaches define engagement that spreads over from personal engagement, burnout, and work engagement to employee engagement. Initially, Kahn (1990) suggested the concept of personal engagement as a need satisfaction approach and defined it as the harnessing of organization members' selves to their work roles; in engagement, people employ or express themselves physically, cognitively, and emotionally during role performances [14]. Further he explained personal disengagement as uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performance [14]. This article described three psychological conditions that support engagement—meaningfulness, availability, and safety in developing engagement. Kahn (1990) defined meaningfulness as the

individual's feeling that the person is receiving in return on investment of oneself in the form of physical, cognitive, or emotional energy. Availability is a sense of possession which includes psychological, emotional, and physical resources needed for investing oneself in role performance. He described 'safety' as an individual's sense of being able to show and employ self without fear of negative consequences. In sum, Kahn advocated engagement in terms of psychological meaningful experience. Extending the work of personal engagement, May et al. (2004) studied the relationship between causal factors and indirect effect connected with three psychological conditions (safety, availability, and meaningfulness) upon engagement at work. The findings of this study supported the previous work on personal engagement. They viewed these terms namely, 'meaningfulness' related to the job enrichment and work role fit; 'safety' as coworkers relation, supervisor relations, and co-worker norms; and 'availability' is described as resource and outside activities [15]. Later, Simpson (2008) defined personal engagement as cognitive, physical, and emotional involvement during the role performance. Simpson elaborated physical involvement as an individual's having high amount of energy and mental flexibility during working hours, staying and willing to put extra effort to work, and persistence when facing difficulties [16]. He explained emotional factor as a substantial involvement in one's work with respect to feeling of worth, self-importance, interest, and challenge. While cognitive factor as remaining entirely focused and contently submerged in particular work, even though the person is facing difficulties at workplace as the period draws closer to keep him or her work till the succeeding day [16]. Lewis (2011) summarized definitions of engagement having two features the engagement resides with the person, not the job, and that it is a state rather than a trait. He further explained that level of engagement varies from person to person for the same job. Any individual differences on engagement depend on task or work assigned that change on day-to-day basis. For particular job or task, the person may experience one aspect of the task more engaging and the other aspect disengaging. Thus, Lewis observed engagement as a state influenced by the situation or the context in which a person works. The state in turn is influenced by psychological conditions like meaningfulness, availability, and safety that help in determining engagement [17–19]. From this perspective of personal engagement, employee engagement emerges from psychological state—a condition that creates engagement achieved due to need satisfaction; is not a trait; and varies from one job to another.

Burnout Approach

Another perspective used to explain engagement was burnout approach. The most commonly quoted definition of burnout was defined as a persistent, negative, work-related state of mind found in normal individuals that is characterized by exhaustion and distress, a sense of reduced effectiveness, decreased motivation, and development of dysfunctional attitudes and behavior within the work environment. These psychological conditions develop gradually, as a result of misfit between intentions and realities within a job or occupation (Schaufeli and Enzmann, 1998) [20]. Schaufeli and Bakker (2004) differentiated between burnout and work engagement. They defined work engagement as a positive, fulfilling, work related mind that is characterized by vigor, dedication, and absorption [21]. 'Vigor' is high level of energy and mental resilience during the working hours. 'Dedication' here means strongly associated (involved) with one's job along with experienced spirit of enthusiasm, significance, pride, inspiration, and challenge. 'Absorption' is being happily immersed in one's work, in which time passes rapidly, and one feels difficulty while separating oneself from the work. Later, Schaufeli and Salanova (2007) explained burnout as a psychological syndrome that involves a prolonged response to chronic emotional and interpersonal stress on the job [22]. The psychological syndrome is characterized by cynicism, inefficacy and exhaustion which is experienced in response to chronic job stress, whereas, engagement is comprehended to be direct inverse to the burnout. That is, burnout is characterized by low involvement, low efficacy, and low energy, while, engagement is characterized as high level of involvement and energy. The burnout can be experienced by an individual when she/he has highest level of cynicism that result in experiencing negative result in the conduct [22–23]. The phenomenon of burnout has been related to several negative consequences to

employment such as job dissatisfaction, employee retention, absenteeism, and lower organizational loyalty. An individual with a high score on burnout may have negative consequences for their colleagues, experience higher level of conflict in group or team, whereas, individuals with a low score of burnout have positive relationships with their colleagues resulting in better understanding in team or group. These outcomes of person-group link makes burnout experience as contagious and can perpetuate itself through informal interaction on the job. Other researchers like Leiter and Maslach (2004) cf [16], Laschinger and Finegan (2005), Leiter and Laschinger (2006), Cho et al. (2006), supported the concept of engagement in terms of burnout. The burnout-engagement continuum in the context of work in organization also affects employee wellbeing. The variety of reactions people have in organizational environment range from strong involvement and pleasure of engaging without caring for exhaustion and burnout. To counter the implications of burnout-engagement, the strategies to encourage engagement may be important, reduce burnout through prevention of the risk of burnout. Therefore, the work be designed to support engagement that includes three core qualities— involvement, energy, and effectiveness to raise productivity of employees (Leiter et al. 1998) cf. Similarly, burnout is because of poor job design where the employee is overloaded and exhausted after performing the job. This perspective of engagement referring burnout as the opposite end of the same continuum shows that cause and consequence of burnout is same as engagement. Thus, work engagement is a positive, fulfilling, affective-motivational state of work related to wellbeing as oppose to job burnout. From the given definitions of burnout and work engagement, it can be concluded that construct of engagement is determined as the relationship between the employee and his work and the amount of effort required to complete the job, whereas, an employee engagement concept is the relationship between employee and organization. The research on work engagement has shown engaged employees are highly energetic, self-efficacious individual who exercises influence over events that affect their lives.

Job Satisfaction Approach

Yet another stream of researchers pursued engagement from the perspective of job attitude (Harter et al., 2002; Cathcart et al., 2004; Macey et al., 2009). Harter et al. (2002) defined employee engagement (EE) as individual's involvement, satisfaction as well as enthusiasm for work. This concept of EE is supported by Cathcart et al. (2004). Tasker (2004) explained engagement as a beneficial two-way relationship where employee and employer go extra mile for one another. This mutual understanding between the employer and employee is helpful in enhancing performance. Robinson et al. (2004) proposed that engagement is a positive attitude held by the employee towards the organization and its values. An engaged employee is aware of the business context and work with their colleagues to improve performance within the job for the benefit of the organization. Thus, organization must work to develop and nurture engagement. According to Baumruk et al. (2004) employee engagement engaged employees consistently demonstrate three general behaviors. These behaviors are

1. Consistently speak positively about the organization to co-workers, optional employees, and customers;
2. Have an intense desire to be a member of an organization despite opportunities to work elsewhere;
3. Spend extra time, effort, and initiative to contribute to business success.

Development Dimensions International (DDI) explained that employee engagement consists of three dimensions: (1) cognitive—belief in and support for the goals and value of the organization; (2) affective—sense of belonging, pride and attachment to the organization; (3) behavioral—willingness to go the extra mile, intension to stay in the organization. The job satisfaction approach to engagement puts emphasis on positive attitude towards organization that leads to high involvement and enthusiasm exhibited through congruence in say, stay and strive for organizational success (Figure 1).

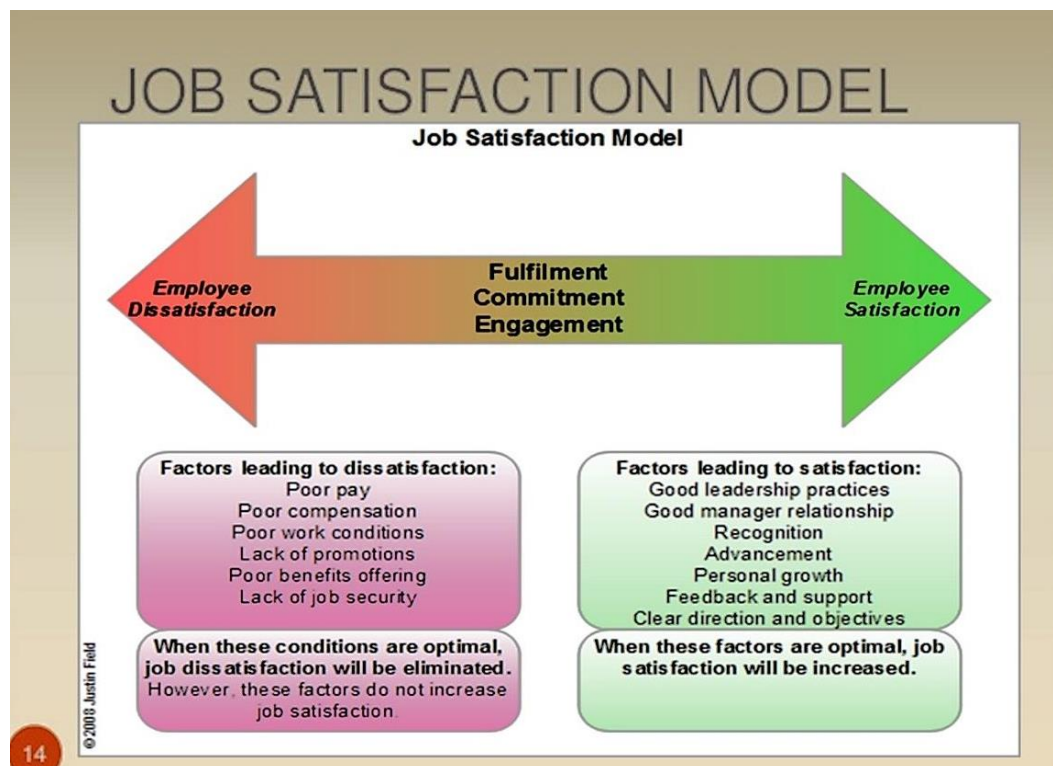


Figure 1. Job satisfaction approach.

Multi-dimensional Approach

Macey and Schneider (2008) proposed the multi-dimensional approach to engagement. Initially, Macey (2006) explained employee engagement where an engaged employee extends themselves to meet the organization's need, takes initiative, is proactive, reinforces and supports the organization's culture and values, is in the flow, shares the values of the organization, stays focused and vigilant and believes he/she can make difference cf. Later, Macey and Schneider (2008) expressed employee engagement in terms of trait, behavior and state engagement. Subsequently, Macey et al (2009) modified the definition of EE as an individual sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort, and persistence directed towards the organizational goals. The consulting organizations like Towers Perrin (2003) explained engagement in term of affective state and defines it as personal satisfaction and a sense of inspiration and affirmation they get from work and being a part of an organization. Whereas, Mercer (2007) suggested employee engagement as commitment or motivation refers to a psychological state where the employee feels a vested interest in a company's success and perform at high standard that may exceed the standard requirements of the job. Similarly, Gallup consulting defined engagement as psychological commitment to the work, go above and beyond their basic job expectations, and want to play a key role in the fulfillment of the mission of their organizations. They distinguished between engaged and disengaged employee. The disengaged employees were said to be uninvolved and unenthusiastic about their jobs and love to tell others how bad things are. The Corporate Leadership Council (2004) also gave similar definition of engagement as the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment. Thus, the multi-dimensional approach to engagement focused on individual sense of purpose and energy exhibited in initiative, adaptability, effort, and persistence towards organizational goals.

Human Resource Practices to Enhance Employee Engagement

Some researchers captured the views of engagement adopted and practiced by human resource professionals in their respective organizations. Cateeuw et al. (2007) explained Johnson and Johnson

perspective on engagement as the degree to which employees are satisfied with their jobs, feel valued, and experience collaboration and trust. Engaged employee will stay with the company longer and continually find smarter ways to add value to the organization. The end result is a high performing company where people are flourishing and productivity is increased and sustained [11]. Suff (2008) described Vodafone incorporated view of employee engagement as an outcome measured or seen as a result of people being committed to something or someone in the business a very good effort that is willingly given. Barclays Bank (2008) explained engagement as the extent to which employee feels a sense of attachment to the organization he or she works for, believes in its goals and support its values cf. While, in Dell (2008) defined engagement as giving time and talent to team building activities cf. In Nokia Siemens Network (2008) explained engagement as an emotional attachment to the organization, pride and a willingness to be an advocate of the organization, a rational understanding of the organization's strategic goals, values, and how employees fit; and motivation and willingness to invest discretionary effort to go above and beyond cf. In academic institutions like University of York suggested that employee engagement is a combination of commitment to the organization and its values plus a willingness to help out colleagues. Employee engagement goes beyond job satisfaction is simply not motivation. Leeds Metropolitan University defined the employee engagement as employee using their talent to the full wherever possible. From the above review, the definitions of engagement can be broadly summed up or classified into two-personal disposition i.e. engagement considered as a trait and as a need state (psychological condition). The earlier view of employee engagement concludes that engagement is a personal involvement/attachment of employees in a given context, thereby making engagement more as an outcome variable that is dependent on employees need and stops short of explaining any influence of employers. Later, definitions emphasized engagement as a positive fulfilling work-related motivational state characterized by vigor, dedication and absorption (burnout approach); while, employee engagement in the preceding paragraphs describes it as an attitude expressed at three levels—say, stay and strive (affect, behavior and cognition) (job satisfaction approach). Lastly, the definitions of engagement on multi-dimensional approach dealt with combined effect of trait, state, and attitude. For the present research, the conceptual definition was developed keeping in view the objectives of the study adopts a multi-dimensional approach to employee engagement. The conceptual definition of employee engagement is 'a positive attitude, work-fulfilling state characterized by involvement and emotional attachment of the individual towards their work and organization'.

Employee Retention

Growing economy creates new employment opportunities. This leads to movement of employees from one organization to another for their growth and development. This movement can be controlled by adopting strategies to make them stay. Thereby, retention of key employees is important to maintain and sustain organizational performance. On one hand, the cost of employee turnover is also a major concern, where replacement costs usually are 2.5 times of the salary of an individual. On the other hand, the cost associated with turnover may include lost customers, business and damaged morale. Thus, to retain and secure key employees is challenging task for human resource department for sustaining organizational growth and profits [3, 4]. Previous researches indicated that software professionals have tendency to leave organization and country where they worked and lived for their growth and career advancement. These professionals are intellectual capital (knowledge workers), important for the knowledge economy. An employee may leave the organization and join new organization, considering its attractive job opportunities, even though personal cost of leaving the present organization is very high. This voluntary attrition of these professionals would affect the competitive advantage of the organization. Conversely, employee retention is related to avoiding turnover, i.e. means of retaining knowledge workers, Cf. Harvard Business Essentials (2002), also viewed retention is converse to turnover—turnover being the sum of voluntary and involuntary separations between an employee and his or her company cf. In a recent study, Eeden (2014) proposed that the rate of retention has an inverse relationship to employee turnover (retention rate = $1/\text{turnover rate}$). The above studies differentiate between retention, turnover and attrition in organizations. What is employee retention and what makes employees remain in the organization?

Various researchers have defined employee retention differently. Zineldin (2000) defined employee retention as an obligation to continue to do business or exchange with a particular company on an ongoing basis. While, Carsen (2002) viewed retention as how many of your current employees stick around over a given period of time. These two definitions explain retention as the obligation and duration of the employees and employers to stay in relationship. Retention is also defined as a voluntary move by an organization to create an environment which engages employees for the long term. Another definition of retention referred it as the ability to hold on to those employees you want to keep longer than your competitors. Later, Lee et al. (2006) expressed effective employee retention is a systematic effort by employers to create and foster an environment by having policies and practices in place that address the diverse needs of employees and encourage them to remain with the organization. Lastly, employee retention is to prevent the loss of competent employees from leaving (Chiboiwa, Samuel and Chipunza, 2010). The cited definitions of employee retention show that retention represents two sides of the same coin—employer and employee. The retention of employees is guided by efforts made by the organization to attract and maintain employees in the organization. Here, organizational efforts are managing retention through bundle of human resource management practices that an organization implements to deal with attrition. This shows that the concept of retention is also associated with workplace attractiveness through people centric practices. In another view, Pattanayak (2014) observed employee retention as a systemic effort that focuses not only on retaining an organizationally talented performer, but also to create and foster a welcoming work environment and high retention culture. Recently, Eriksson, Qin and Wang (2014) indicated that an increase in the adoption of human resource management practices up to an optimum level could influence the employee turnover intentions. On the contrary, employee retention is also dependent on the perception of these organizational efforts favorably by the employees to stay. This view of retention caters to the decision to continue or not, remains with the employee. Thereby, affirming the perspective of voluntary attrition or intention to remain with the organization. The conceptual definition of employee retention was developed after exploring the literature and aligning it with the objectives of the study. The present research makes an effort to study employee retention from the perspective of the employees whose perception of organization's retention efforts determines whether they would remain or leave the organization. In the present research, the conceptual definition of employee retention is 'the perception of organizational efforts that supports career growth makes them comfortable and prolong their stay in the organization' (Figure 2).



Figure 2. Organization culture.

Core Self-Evaluation

The term personality is derived from Latin word *persona*, which means ‘mask’. The personality of an individual is unique, personal and a major determinant of his/her behavior. The significant contribution of Gordon Allport (1937) on personality has been acknowledged in literature. Personality can be defined as psychological qualities that contribute to an individual’s enduring and distinctive pattern of feeling, thinking, and behaving cf. For past seven decades, personality has and continues to play an important role in predicting organizational behavior. In the last few years, scholars focused on personality trait referred to as core self-evaluations (CSE). CSE has been utilized as a part of numerous studies to anticipate the work outcome, such as employee engagement, job satisfaction, work success, turnover intention, motivation and workplace creativity, leadership, and performance. Judge et al. (1997) were the first to develop the concept of core self-evaluations by providing a universal measure for this personality trait. CSE is a self-concept, which explains the individual’s subconscious and fundamental evaluations about self. It is also explained as higher order personality trait that combine together four well-recognized traits (dimensions): self-esteem, locus of control, generalized self-efficacy and emotional stability vs. neuroticism. These traits need elaboration to understand the concept of CSE (Judge et al., 1998).

Self-esteem

Self-esteem is an important dimension in CSE construct that is related to fundamental appraisal and assessment of one’s own capability and self-worth. Self-esteem develops through extensive representation of affective, behavioral and cognitive procedures. Previous research indicated that self-esteem is a significant predictor of attitude towards work and helps predict employee attitude such as commitment, job satisfaction and performance. Those people who have high score on self-esteem, they are self-confident, perceive themselves capable of doing variety of tasks, other than those who are having low score on self-esteem. In addition, Judge et al. (2001) discussed that high self-esteem score are related to satisfaction among employees as they select work based on their interest; while low scores on self-esteem are linked to depression, and doubting their competencies. These studies on self-esteem showed the person’s overall positive or negative observation about oneself.

Generalized Self-efficacy

In the construct of CSE, Judge et al. (1997) adapted Bandura (1997) work on self-efficacy to measure generalized self-efficacy. Bandura defined it as person’s ability to cope, manage, perform and grow successfully in diverse situations. Self-efficacy consisted of, how an individual is confident regarding his/her own behavior and conduct. Locke et al. (1996) defined the generalized self-efficacy as how effectively a person face challenges during his/her lifetime, as well as, how an individual can deal with various events. Various researches indicated that a significant relationship exists between the generalized self-efficacy and performance, problem solving approach, and self-control. Therefore, those people having greater generalized self-efficacy have a very powerful perception of their capabilities that can result in success in different situations and also motivate an individual to be self-fulfilling. Thus, generalized self-efficacy indicates individual’s perspective on whether or not he is capable of achieving expertise in different areas.

Locus of Control

The origin of locus of control came from the social psychology. The framework was developed by Rotter (1954, 1966) with reference to social learning theories cf. While studying personality of an individual, locus of control is important. Internal locus of control is a belief that an individual can control the external force/environment through their actions and ability. Whereas, an external locus of control is an individual’s belief that luck, fate, or chance control events in their life. Chang et al. (2011) explained locus of control as an individual belief about the desired outcome that is related to his or her behavior rather than the outcome of their environment and others. Judge et al. (1998) discussed the difference between external and internal locus of control. People who are scoring high on internal locus of control, think that desired outcomes within their lifestyle are generally a direct

result of their own actions and behaviors; while people having a high score on external locus of control think that desired outcomes are generally a direct result of luck, fate or external influences.

Emotional Stability

Emotional stability is similar to resilience as both terms involve being able to withstand hardship. The article I wrote on how to be resilient focused on staying active and getting back up after you get knocked down hard. This article is more about taking life's smaller jabs and punches without losing your balance. When you lose your balance because you aren't emotionally stable, you're at greater risk of getting knocked down and out.

Intention to Quit

Intention can be interpreted as a purpose arising from oneself towards something. When someone has the intention then it is likely he will do so. Khan (2013), referring to the earlier researchers explained that the intention is the most direct determinant of actual behavior. Therefore intention to quit is defined as the forerunner (embryo) to a complete stop from a particular job. Correspondingly Makhbul, et al. (2011) also explains that the intention is to stop the manifestation of actual turnover. Some researchers like Balogun, et al. (2013), Windya (2013), Schalkwyk et al. (2010), Mxenge, et al. (2014) found intention to quit is the intent of the employee to quit his job either completely stopped or even moved to another company in the near future due to individual factors like any organization.

Job Insecurity

Job insecurity is a concern over the safety of employees in continuing their work in the company; these conditions will have an impact or influence the level of job satisfaction, organizational commitment, and trust in the organization. Further impacts are employees will seek other employment alternatives outside the company. However, the actual definition of job insecurity is defined differently by each researcher, as presented by Banu et al. (2012) which explains that job insecurity is defined by researchers in different ways, but in essence the perception of job insecurity is a "subjective" experienced directly by employees. Banu et al. (2012) and Bosman (2005) classifies job insecurity in perspective "subjective" and "objective", while Adenugba, et al. (2012), subsume job insecurity perspective that is "global" and "multidimensional", whereas Peene (2009) classifies job insecurity in perspective "quantitative" and "qualitative". But in essence they are defined job insecurity as feeling worried about the threat of losing jobs now, and helplessness in maintaining the employment.

Practice View of Employee Engagement

As someone who has spent a lot of time in the IT industry working mostly in its human resources and operations areas, I believe it is important to study employee engagement from the practice perspective as well. 'Employee engagement' as a term is used very loosely in practice as well as management/consulting circles, and the construct is defined and studied in different ways depending on the consulting firm, the audience, and the nature of the discussion. In my discussions with human resource practitioners or managers, I have found that the term is often used as a proxy for employee satisfaction, employee loyalty or employee commitment. Mn Hewitt claims that their employee engagement model 'goes beyond benchmarking employee satisfaction 'to measuring the intellectual and emotional commitment of employees to their business. They identify three 'key behaviors' that are assumed to indicate strong engagement (Aon Hewitt, 2013). These 'key behaviors', according to Hewitt, are Stay: people have an intense desire to be a member of the organization: Say: people consistently speak positively about the organization to co-workers, potential employees, and most critically customers (current and potential), and Strive: people exert extra effort and engage in work that contributes to business success. The Aon Hewitt (2013) Engagement 2.0 Report says that the top 10% of engaged employees demonstrate better quality efficiency and customer outcome at a rate many multiples greater than the actively disengaged.

RESULT

In this article, results of data analysis is described with respect to objectives of the study and related hypotheses on the following research variables—core self-evaluations, organizational culture, employee engagement, job satisfaction, and employee retention among software professionals working in Indian information technology organizations. First section describes the demographic distribution of the respondents. Second section describes the exploratory factor analysis, confirmatory factor analysis, reliability, and validity of the scales adapted on each construct in the present study. Statistical package for social science (SPSS 21) and Analysis of moment structure (AMOS 20) were used to perform the data analysis.

CONCLUSION

Analysis of structural equation model at the case of latent variables influence engagement toward the intention to quit frontline employees of IT is obtained as follows:

There is a negative influence between the engagement of the intention to quit amounted to 41.42%. There is a positive influence between job insecurity to the intention to quit amounted to 79.15%. Analysis of structural equation model with moderation infrastructure in the case of latent job insecurity as a moderating influence engagement intention to quit, is that the variable job insecurity not as a moderator variable.

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