The Impact of Employee Engagement on Employee Turnover in the Clothing Retail Sector, An Examination of Role of Employee Engagement in Employee Intention to Stay in Leading Clothing Retail Store, Dublin, Republic of Ireland.

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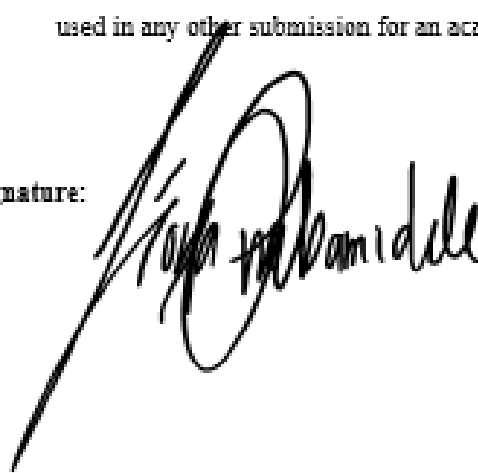Submitted to the National College of Ireland May 2023

Abstract

This study examines the impact employee engagement has on employee turnover in the retail clothing sector, examining the influence factors employee engagement has on an employee's intention to stay or leave in a clothing retail store in Dublin. Employee engagement rerefers employees' positive mindset and attitudes towards their company, and organisations with high levels of employee engagement have increased employee retention. Employee turnover, specifically in the retail clothing industry, which is increasingly fast-paced and competitive, is a significant issue, on organizations in this industry finding it challenging to retain skilled and talented sales associates.

This study aims to examine employee engagement's impact on the turnover intentions of employees in a retail clothing company in Dublin. The analysis concluded that employee engagement significantly impacted employee turnover intentions for employees in the clothing retail company. Other significant factors, such as organizational support, management and perceived fair compensation were identified in the literature review, influence employees' turnover intentions. When employees feel undervalued, their intentions to l eave the organization increase, and organizations risk losing skilled and informed employees, which can lead to an unsuccessful organization.

Primary data was collected using a questionnaire created using a quantitative and qualitative research method. This data was analysed using the Statistical Package for Social Sciences (SPSS). Data was collected using the Gallup Q12 survey, The work and wellbeing (UWES) survey and the three-item turnover intent survey. The relationship between variables was examined using scatter plots, Pearson correlation and multiple regression in order to analyse the relationship between independent and dependant variables. An analysis of the results found that there was a statistically significant correlation between employee engagement and employee turnover intentions, from participants in the questions. Other factors influencing employee turnover intentions were identified through open-ended questionnaire questions and the literature review. This suggests that organizations must be aware and invest in factors influencing employee engagement to decrease the rate of employee turnover.

Submission of Thesis and Dissertation

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Research Students Declaration Form
(Thesis/Author Declaration Form)

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Chapter One: Introduction

The purpose of this research paper is to identify and analyse whether there is a correlation between employee engagement and employee turnover, and to identify other factors that may be influencing employee turnover, using a clothing retail store in Dublin, Ireland as a case study. There has been a large amount of academic research done on employee engagement and employee turnover, separately and together (Hom and Griffeth, 1995; Mangal, 2021; Lai et al, 2022; Deng et al,2022; Abassi et al. 2000; Price,1989), however, there has been a lack of research on these topics in regard to retail employees.

This study will focus on identifying if there is a relationship between factors of employee engagement and clothing retail employees' turnover intentions. This research topic is important as clothing retail is an increasingly competitive and faced paced industry, and the retention of skilled and knowledgeable employees play a key role in the success and competitive advantages of organizations (Murphy,2019; Jing and Yang,2021; Griffeth,2004; Olubiyi et al., 2019).

This study will focus on frontline clothing retail employees, such as sales associates and store management in the chosen retail company. A quantitative research method will be used in this study, creating hypotheses from existing literature and research on topics of employee engagement and turnover and using questionnaires as the instrument of data collection to evaluate these hypotheses.

1.1 Background Information:

Employee engagement and employee turnover intentions are regularly researched in areas of human resources. Employee turnover has a large amount of existing literature and is also continuously researched due to high rates of employee turnover having negative implications for organizations (Fuller et al.,2022). High rates of employee turnover can have a negative impact on an organizations performance and productivity, as there is a constant cycle of employees being hired, trained, and then leaving, also leading to higher costs for the organization (Lai et al.,2022; Garg,2017; Arwab et al.,2022; Eisenberg et al.,1986; Culliane et al.,2019; Murray and Holmes,2021).

In 2022, US frontline retail workers had an annual turnover rate of 60%, while 83% of Irish retail companies reported the retention of employees was one of their main challenges in 2019 (Fuller et al., 2022; Murphy,2019). It has become important for companies, especially in

the clothing retail industry where competitiveness is growing, to reduce their rates of employee turnover and retain skilled and knowledgeable employees.

Similarly, to employee turnover, employee engagement has expansive amounts of existing and continuous research (Hom and Griffeth,1995; Mitsakis et al.,2019; Aggarwal et al.,2022; Saks,2019; Sharma and Kumra,2020). The majority of research on employee engagement have concluded that organizations that have prominent levels of engagement have higher levels of employee retention and satisfaction (Mangal,2021). Employees that have developed positive attitudes and engagement towards their role and their organisation have lower intentions to leave the company, Clothing retail companies are experiencing high levels of employee turnover, making it important to look at factors such as employee engagement that may be influencing their turnover intentions.

Research by Excel recruitment (2022), a recruitment specialist in Ireland, reported that the main challenge facing retail companies in Ireland currently is the elevated levels of employee turnover and the shortage of skilled staff in this industry. There have been multiple recent studies done to analyse the increase of employee turnover in the retail industry, especially after the COVID-19 pandemic. The retail industry is facing higher levels of turnover after the pandemic, due to previous employees using their time during lockdowns to upskill and change careers or have just led to employees striving for improved work-life balance and compensation (Excel Recruitment,2022; McCarthy et al.,2022; Murray and Holmes,2021; Dean,2021; Chen,2021; Lai et al.,2022).

1.2 Research Questions and Objectives
This study aims to identify the factors of employee engagement that influence the turnover intentions of employees in an Irish clothing retail store.

1.2.1 Research Questions:
This research aims to answer the following questions:

i)   Is there a relationship between employee engagement and the turnover intentions of clothing retail employees?

ii)   How does job satisfaction impact the relationship between employee engagement and turnover intentions?

iii)   How does an employee's job position influence employee engagement and turnover intentions?

iv)   What other factors may be influencing employee engagement and turnover intentions?

The following research objectives were created to answer these research questions.

1.2.2 Research Objectives:

The following research objectives will be used to guide this study and will be achieved through the collection and analysis of data to create a conclusion to the research questions.

i.   To identify if employee engagement impacts retail employees' turnover intentions.

ii.   To identify the factors of engagement that may be influencing retail employees' turnover intentions.

iii.   To determine which of these factors have more impact on a retail employees' intention to stay or leave.

iv.   To provide limitations to this research and suggestions for areas of future research.

1.3 Research Rationale

Effective management of human resources are vital for organizations performance and success (Rasool et al., 2021). Therefore, improving employee engagement and reducing employee turnover intentions has become a vital area of focus for organizations within the clothing retail industry. A continuous increase in employee turnover in this industry can lead to a loss of skills, knowledge, profit, performance, morale, and productivity among employees, all with will negatively impact any organization. An organization may struggle to achieve its goals and objectives due to low employee engagement and high employee turnover (Likhitkar and Verma,2015; Saira et al.,2020; Garg,2017).

It can be argued that this area of research is important after looking at the rising rates of employee turnover in the retail industry and identifying the implications this has on organizations in this industry. As mentioned before, there has been extensive research in employee engagement and employee turnover and their causes and influences. However, there is less research in this area regarding retail employees, and even less regarding Irish employees from clothing retail organizations. This study aims to address this gap in the research and provide an industry specific insight into the role of employee engagement in influencing clothing retail employees turnover intentions, using participants from a clothing retail store.

1.4 Thesis Structure

Chapter One: Introduction

The first chapter of this study will contain the background information and rationale of the research topic. The research questions and objectives will also be discussed.

Chapter Two: Literature Review

In the second chapter of this study, secondary literature and research that focuses on employee engagement and employee turnover will be discussed and examined. Theoretical frameworks related to these two topics will be explained. Hypotheses will also be created after examining the existing literature and research on employee engagement and turnover intentions.

Chapter Three: Research Questions and Methodology

In the third chapter of this study, the research questions will be explained, and the hypotheses created from the literature review will be stated. The research methods, philosophy and approach will also be discussed and explained in this chapter. The research choices made throughout this study will also be justified. The metho0ds of data selection, sampling, collection, and analysis will be explained also. The ethical considerations and limitations of this study will also be stated and explained.

Chapter Four: Data Findings and Analysis

In the fourth chapter of this study, the results of the data collection and analysis will be stated. This will use the SPSS (Statistical Package for the Social Sciences) software to display the results of the data collected using the questionnaire and provide an analysis of the data in relation to the research questions, objectives, and hypotheses.

Chapter Five: Discussion and Conclusion

In the last chapter of this study, the findings of the research will be discussed and a conclusion regarding the key findings will be provided. The results of the research will be discussed and used to answer the research questions and explained and linked to supporting secondary data. The limitations of the research will be given and recommendations for future research will be stated. Lastly, a summary of the answers for the research questions will be given and their significance of these answers and finding will be explained.

Chapter Two: Literature Review

2.0 Introduction:

. The aim of this study is to identify the influence employee engagement has on retail clothing employees' turnover intention and this review will analyses academic research that links employee engagement and other factors to the clothing retail industry. This analysis of previous research allows for a gap in the literature to be identified for future research on the impact engagement and other factors have on employee turnover in clothing retail.

Fuller et al. (2022) outlines that employee retention and turnover is one of the main challenges within the clothing retail industry. Retail employees who work frontline in the US had an annual turnover rate of sixty percent so far in 2022, while eighty-three percent of Irish retailers viewed the recruitment process and the retention of staff as a challenge (Murphy,2019). There has been expansive research conducted on the factors which influence employee retention and turnover, especially research into the rates of employee turnover after the Covid-19 pandemic. (Hom and Griffeth, 1995; Mangal, 2021; Lai et al, 2022; Deng et al,2022).

Guma (2011) and Aggarwal et al. (2022) outlines the importance of employee engagement in order to retain skilled employees. They also discuss that several factors influence employee engagement such as, training, career opportunities, management, and employee motivation (Guma,2011). Employees are valuable assets to organizations, and high levels of employee turnover can have a negative impact on an organizations performance, especially in the clothing retail sector (Garg,2017). Employees need to feel valued and motivated by the organization and by management in order to perform at a high level and to increase their intentions to stay with an organization long-term (Mangal,2021). Therefore, it's important that organizations experiencing high levels of employee turnover can implement strategies to retain skilled employees through factors of employee engagement (Saks,2019).

This research will focus on the impact on the impact employee engagement and other factors has on employee turnover intentions and will link literature to the clothing retail industry. The review of the literature will be based on employee engagement and employee turnover, while also analysing other factors that impact employee turnover intentions. This chapter will focus on, employee engagement, organizational support, and employee turnover and retention. These topics were chosen in order to be able to identify relevant information and research that will allow further insight into employee engagement and factors influencing employee turnover intentions.

The aim of this research is to analyse the impact employee engagement and on employee turnover in clothing retail and to identify other factors in the review of previous research and literature.

2.1 Employee Engagement:

In the clothing retail industry, and in every organization, employee engagement is an essential part of creating a team of motivated staff to help achieve organizational goals and targets. Many researchers argue that employee engagement leads to employees being motivated to use their initiative, more aware of their role and responsibility and it also leads to employees motivating each other to achieve the firm's goals (Saks,2019; Ugaddan and Park, 2017; Mitsakis et al, 2019; Aggarwal et al., 2022).

Researchers such as Aggarwal et al. (2022), Saks (2019) and Kahn (1990) define employee engagement using three factors, emotional, physical, and cognitive. They identify in their research that for an employee to be engaged they need to be physically and psychologically active when doing tasks in their firm. Engaged employees have formed a positive emotional connection and involvement to the organization which leads to them performing at a consistent high standard (Khan, 1990; Aggarwal et al., 2022). Creating a workplace culture where employees feel included, respected, valued, and supported increases their engagement and participation in their assigned roles and tasks (Saks,2019).

The social exchange theory has been used by many researchers as a theoretical framework to analyse employee engagement. It refers to importance of professional, social relationships within the organization to create a positive work environment (Saks,2019; Mangal,2021; Mitsakis et al, 2021; Blau,1964; Saira et al., 2020). Research by Mitsakis et al. (2019) and Saira at al. (2020), concluded that employees who work in environments where there is trust and investment in human resource practices and company culture are more likely to be psychologically empowered.

Researchers have found common factors influencing employee engagement such as adequate rewarding and compensation systems, training, organizational support, value congruence and a clear description of employee responsibilities and tasks. They also research the factors and consequences of employee engagement, such as satisfaction, commitment, moral and relate

these themes to the social exchange theory (Sharma and Kumra, 2020; Aggarwal et al., 2022; Mangal,2021; Saira et.al,2020).

Researchers such as Gupta and Shaheen (2017), found in their research that employees who are highly engaged have a higher level of employee morale and lower turnover intentions. Other researchers have used the Gallup Q12 workplace audit and three item turnover intentions in order to identify the relationship between engagement and turnover. The Gallup q12 is an instrument used to measure employee engagement and has been used by multiple researchers (Harter et al.,2009; Abraham,2012; Jain et al.,2022; Lakshmi et al.,2022). This measure of employee engagement was created by Buckingham and Coffman (199), and they classified employees into three categories, engaged, not engaged, and actively disengaged. Researchers using Gallup Q12, have found that employees who score between not engaged and actively disengaged showcase higher turnover intentions (Harter et al.,2009; Lakshmi et al,2022; Jain et al.,2022).

Although there is a large amount of research into employee engagement, there is little research in analysing the factors and consequences of employee engagement in the context of the clothing retail industry. There has been research discussing employee engagement in restaurant and hospitality industries, however research has been limited to just these industries and are by a majority based on US employees. (McCarthy et al.,2022; Warden et al. 2018; Saira et al., 2020; Murray and Holmes,2021; Mangal,2021; Likhitkar and Verma,2015). However, there is a gap in research for understanding how the factors and consequences of employee engagement within the clothing retail industry in Ireland, especially considering the impact the recent COVID-19 pandemic had on this industry. Although there is a lack of research specific to this particular industry, it can be assumed that there will be various similarities between the retail and hospitality industry.

2.2 Employee Training:

Employees are an important resource to all types of organizations in every industry, and from the review of previous literature mentioned above, trained is one of the main factors influencing employee turnover and engagement. Researchers such as Garg (2017) and Azeem et al (2013) argue that in order to fully utilise employees as resources, organizations must ensure adequate training is in place for all employees. An employee's skills and expertise are developed and enhanced through training, which can enable employees to feel confident and engaged when completing tasks (Garg,2017; Azeem et al,2013; Dhar,2015; Arwab et al

2022).. Effective training should allow employees to feel that they have been given the tools to reach their full potential in the organization and increases their job performance, while also lowering their turnover intentions. (Arwab et al, 2022; Hanaysha and Tahir, 2016) Researchers such as Azeem et al (2013) and McCarthy et al (2022) found in their studies that training and development opportunities are key to making employees feel more engaged in their work and increase their commitment to the organization as they feel supported by the company.

Stockdale and Kuhne (2007) and Regis (2008) both discuss the importance for employees in retail to receive adequate training and development as they have direct contact with customers and represent the brand image. Retail employees need efficient training in order to help customers make appropriate purchase decisions. This may involve ongoing training on current trends, providing customer service and building product and brand knowledge (Ingram et al. 2012) This then allows retail employees to improve sales and revenue for their store and organization, while also being confident in carrying out their role as they are well informed and trained (Johnston and Marshall,2013). Studies by Cartwright (2005) and Analoui (2007) have discussed how organizations with an effective training system in place, leads to highly skilled, engaged

Johnston and Marshall (2013) and Ingram et al. (2012) discuss the importance of training and development in retail companies to increase creativity and innovation within employees. The retail clothing industry is fast paced, with many changing trends and styles, so it's important for employees within this industry to receive on-going training to learn new ways and approaches of customer service, product merchandising and marketing (Ingram et al.,2012; Storbacka et al.,2009). Research by Ashar et al. (2013) and Kesen (2016) found that employees who received what they perceived as adequate training, there was a higher level of Venugopal and Gansean (2014) argue that employees should only receive training that directly enhances their skills for their current role, as employees might begin to feel excessive stress and become demotivated if they are overloaded with unnecessary training and information that does not align with their role. However, other researchers such as Choi (2014) and Dimba (2010) state that employees should receive training to improve their skills in their current positions but to also gain new skills for further career promotions and opportunities.

Most of the research in the area of training and development have found that organizations who offer adequate training programmes and opportunities have higher employee engagement, satisfaction, and engagement (Arwab et al, 2022; Hanaysha and Tahir, 2016; Johnston and Marshall,2013; Venugopal and Gansean 2014; Choi, 2014; Dimba,2010). Employees who receive efficient training have higher sense of job satisfaction and motivation, as they feel confident using their skills and initiative to complete tasks and are aware of how their role helps the organization achieve its goals and targets (Arwab et al.,2022). This leads to lower turnover rates and a more engaged workforce working towards a common goal (Hanaysha and Tahir,2016)

2.3 Organizational Support:

Organizational support is referred to by Wang et al. (2020) and Rasool et al. (2021) as an employee feeling that the organization is concerned with their well-being and development. Organizational support or perceived support comes from factors such as employee engagement, training and development and management. Le and Lei (2019) state that employees who perceive that they are supported and valued within their organization are more engaged and motivated to work at a high level to achieve the organizations goals. Other researchers such as Choi et al. (2016), Suifan et al. (2018) and Raab et al. (2014), found in their studies that when employees feel they are being treated fairly and are supported by their organization, have high performance outcomes, positive engagement, and a low intention to leave. Their research is supported by the organizational support theory developed by Eisenberg et al. (1986), which states that employee's decision to stay with a company and provide their knowledge and skills long-term, is based on their perceived organizational support. This theory is further supported by the social exchange theory which refers to the importance of professional social relationships to create a positive work environment and behaviours (Blau,1964; Mangal,2021; Mitsakis et al, 2019). Research by Mitsakis et al. (2019) and Saira at al. (2020), concluded that employees who work in environments where there is trust and investment in human resource practices and company culture are more likely to be psychologically empowered.

 Jing and Yan (2022) discuss how when employees feel supported by their organization, they can develop an emotional and psychological relationship with the company and have a sense of ownership and personal responsibility to ensure the organization is reaching its goals and objectives. Although their research, alongside the research of Wang et al. (2020) and Le and

Lei (2019) found organizational support as essential part of ensuring employees are engaged and motivated, Jing and Yan (2022) found that employees who develop a sense of too much responsibility for the organization have a higher turnover intention. Their research discusses that employees begin to feel burdened by their psychological relationship with the organization they develop intentions to leave the organization.

Organizational support can be shown through training and career growth opportunities, support from co-workers and management, open communication and a sense of fairness and equality within the organization (Cheung,2013; Yew,2011; Simosi,2012; Chen,2010; Ahmed and Nawaz,2015). Several studies have found a positive relationship between organizational support and employee motivation, engagement, and intentions to stay, as employees who feel supported want to reciprocate it by performing at their highest level ((Cheung,2013; Yew,2011; Simosi,2012; Chen,2010; Ahmed and Nawaz,2015). Ahmed and Nawaz (2015) discuss in their study that the outcome of the types of organizational support may differ considering the industry. They highlight that support through feedback, rewards and training worked efficiently in manufacturing organizations, whereas in government and educational organizations this type of support was ineffective. From this they highlight the importance of organizations being aware of their employees and what types of support they can offer that will aid in their development and commitment (Ahmed and Nawaz,2015; Chen,2010; Yew,2011).

2.4 Organizational Management:

Management plays a crucial role in the development of employee motivation, which is a vital part in ensuring an organization is successful in achieving their set goals (Cole and Kelly,2020; Abbah,2014; Bawa,2017). Employees who are motivated are more committed and engaged to their work and show higher levels of job satisfaction and work performance (Bawa,2017). Researchers such as Cole and Kelly, (2020) and Engwall et al., (2016) define motivation as a process which drives an individual to take action to find ways to achieve their goals.

Factors which influence motivation differs from individuals and its essential that managers are able to identify and address the needs and wants of their team to stimulate employee motivation (Bargau,2015). Cole and Kelly, (2020 argue the importance of management recognising that people are essential resources to an organization, and that management need to understand the desires and needs of their team.

There have been several theories developed to understand what different factors and aspects motivates individuals to do what they do, such as Herzberg's two factor theory and Maslow's hierarchy of needs (Maslow and Lewis, 1987; Herzberg, 1996; Alshmemri et al., 2017; Bawa, 2017). According to Maslow and Lewis (1987), people have many factors that motivate them to work, and these needs are organised in a hierarchy. It starts at a lower level of needs such as safety and physiological factors, that must be achieved in order for an individual to be motivated by the higher level of needs such as self-esteem and actualization. Herzberg (1996) looks at intrinsic and extrinsic motivators. Intrinsic motivators are what employees need to be valued and to receive adequate recognition, and extrinsic motivators deal with employees' salary, job security and benefits.

The economic exchange theory can be used to discuss pay and compensation as a motivator for employees. Diah et al, (2020) and Mangal (2021) define economic exchange theory as an exchange of work from an employee for fair compensation from the employer. This theory suggests that if employees are paid fairly for their work efforts, organizations are able to have higher retention rates and a motivated workforce (Mangal,2021). However, Diah et al. (2020) argue that this theory of employee retention does not last long-term as employees look for other social and organizational practises for job satisfaction but can function as a short-term motivator for better employee performance and behaviours.

For companies in the clothing retail industry, sales associates are an important resource as they deal with customers face to face to sell products. It is vital that these employees are given recognition for their work and that they are aware of how much they contribute to the success of organization. (Culliane et al., 2019; Alshmemri et al., 2017, Bawa, 2017). Management can motivate employees through recognition of their achievements, clear communication of goals, expectations, and feedback and also through providing opportunities for career growth and work-life balance (Bargau,2015; Cole and Kelly,2020).

Many studies such as, Sajuyigbe et al., (2013), Brown and Armstrong (1999) and Vrancic, (2015), have shown that a lack of employee motivation leads to high rates of turnover intention, poor performance outcomes and a lack of employee engagement. Alshmemri et al., (2017) also discuss the importance of managers ensuring to meet all needs of employees, both intrinsic and extrinsic, and that financial compensation only motivates an employee for a certain period of time and that non-financial incentives also can lead to highly motivated employees.

2.5 Employee Turnover:

One of the main challenges within the clothing retail industry and in most organizations is the rate of employee turnover (Murphy,2019). Employee turnover is the cycle of employees in an organization, over a period of time, who have been hired and then left the organization compared to the average amount of people in the company (Abassi et al. 2000; Price,1989). Jing and Yang (2022) define employee turnover as the loss of talented human resources and the loss of an organizations culture, knowledge, and philosophy. The entire process of the recruitment and training of employees, to the reasons why an employee decides to leave can be considered employee turnover, as argued by Abassi et al., (2000). Employee turnover can be voluntary or involuntary dependingon the circumtances(Price, 1989; Abassi et al., 2000; Griffeth, 2004).

Organizations who have high levels of employee turnover can face many challenges such as, poor levels of performance, due to the loss of skilled employees, low levels of moral within remaining employees and higher cost levels due to having to train and recruit new employees (Saira et al., 2020; Murray and Holmes,2021). It is important that organizations and their management understand the causes of turnover and actively implement strategies to maintain a workforce of engaged, motivated and skilled employees (Olubiyi et al., 2019).

Beach (1990) and Hom and Griffeth (1995) discuss the different aspects and factors that go into the decision-making process of an employee to voluntarily leave an organization. They, alongside other researchers such as, Murray and Holmes, (2021), Olubiyi et al., (2019) and Saira et al., (2020) argue that employees aim to work for an organization who share and value similar beliefs and principles to them, and if they feel as though these values no longer align, it starts the decision-making process of leaving the organization. Other researchers such as Warden et al. (2018) and Dwesini, (2019) theorize that employee turnover is due to an individual's personal decision and agency. The employee may have chosen to leave the company due to a lack of organization commitment or if they feel a lack of personal and professional control (Firth et al. 2004; Murray and Holmes,2021).

Increasing rates of turnover within an organization can result in lower levels of company performance, directly and indirectly, and can be caused by a poor choice of leadership style or management (Gleebeek and Bax, 2004; Frank et al. 2004; Fincham and Rhodes, 2004). Research by Saira et al., (2020) found that employees are more likely to leave an organization if they feel they are unsupported and undervalued by management. McCartney et al., (2022)

also found in their research that managers who fail to create a workplace culture and environment that motivates and engages employees, tend to experience higher levels of turnover. A negative organizational culture and environment, where there is a lack of communication, trust, motivation, and engagement can lead to high levels of turnover (Mitsakis et al., 2019; Saira et al., 2020 McCartney et al., 2022).

Other factors that may influence an employee turnover include opportunities for career growth and development, fair compensation, and work-life balance (Guma, 2011; Likhitkar and Verma,2015; Kashyap and rangnekar,2014). Guma (2011) argues that the opportunity for career growth is one of the main factors of employee turnover. Employees who feel stuck in their current positions and perceive their company to have a lack of carer progression have higher turnover intentions (Guma,2011; Mangal 2021).In clothing retail companies, career progression opportunities are key to maintain a skilled workforce, as found in research by Deng et al., (2022) and Yeh, (2021).

Many researchers found a common factor leading to employee turnover was when employees felt they were not being fairly compensated for their work (Guma, 2011; Likhitkar and Verma,2015; Kashyap and rangnekar,2014). Mangal, (2021) found in their research that twelve percent of employees believed that being appropriately paid for their work and achievements can lead to reduced employee turnover. Other researcher's (Dean,2021; Chen,2021; Yeh,2021; McCarthy et al.2022) have found that many employees who work in hospitality have demanded higher wages and work benefits after the COVID-19 pandemic. Many previous employees in this industry would have been forced to pursue higher education or different career paths during the lockdowns, which has led to their expectations of fair compensation for their work to increase beyond the current minimum wage most hospitality industries offer their employees (Lai et al.,2022; McCarthy et al.,2022). These findings and studies are based on hospitality employees from US and Chinese companies; however, it can be assumed that there are many similarities between them and employees working in clothing retail.

 In comparison, Saira et al., (2020) and Murray (2021) found in their research that factors such as work life balance and organizational culture played a bigger role in an employee's turnover intentions. Organizations that offer flexible working hours and arrangements, such as remote working and part-time working options, reduce the risk of employee burnout and turnover, as employees have a sense of control over their personal and professional

commitments (Murray,2021). The research by Murray (2021) and Saira et al. (2020), was on corporate employees, which suggests that once an employee's monetary needs are met, the organizational culture and day to day work environment has a bigger impact on their decision to remain long-term (Griffeth et al.,2000).

2.6 Employee Retention:

Employee retention has been given various definitions by a number of researchers; however, it generally refers to the strategies implemented by organizations to ensure employees stay with the company long-term (Das and Baruah,2013; Murray and Holmes,2021; Singh,2019). The implantation of strategies to retain talented and skilled employees is vital for organizations to remain successful, competitive and to create a work environment where employees are engaged and motivated (Singh,2019: Das and Baruah,2013). Cloutier et al. (2015) introduce four strategies of employee retention, communication, efficient training, workplace diversity and the hiring of skilled employees. Their study also suggests that companies who allow employees communicate any issues they have with the work conditions, are more likely to retain their employees long-term, as employees feel that their opinions are valued (Cloutier et al., 2015). There have been several studies which showed that where there are career and development opportunities, the employee stays for a longer time and have higher levels of engagement and motivation when completing their tasks (Mehta, Kurbetti and Dhankhar,2014; Cloutier et al., 2015; Singh,2019; Das and Baruah,2013).

Other researchers such as Herman (2005), Bode, Singh and Rogan (2015) and Singh (2019), emphasise the importance of organizations using current trends to develop employee retention strategies that appeal to their employees. Companies need to be aware of the current external factors that may influence what will entice employees to stay with the company long-term, such as economic conditions, generational differences, and trends in work-life balance (Mathias, 2018). Festing and Schafer (2014) discuss the importance of organizations understanding the differences in generational preferences in order to create a successful retention strategy. For example, studies have shown that Generation Y (1982-99) employees place more value on career development and training and are more individualistic in regard to their career and will switch jobs easily for increased pay and better promotion opportunities (Smola and Sutton,2002; Festing and Schafer,2014; Lorgulescu,2016).

Research by Barhate and Dirani (2022) and Grow and Yang (2018) found the Generation Z (1995-2012) employees value alignment between their personal values and the organizations values and are motivated by more intrinsic factors such as self-actualization and recognition. Deloitte (2019) discusses how generation Z show more engagement and motivation in work when there are opportunities for career development and when they receive adequate recognition for their work from their colleges and managers. Barhate and Dirani (2022) discuss the importance for organizations to be aware in the generational differences of their workforce when creating a retention strategy. They also support research by Herman (2005) and Singh (2019) by emphasising the importance of organizations being aware of current trends that will influence an employee's decision to remain with a company long-term. They identify that a common trend among the current workforce, where employees of both generation Y and Z will easily leave a company if they are offered increased pay and better career advancement opportunities (Barhate and Dirani,2022).

2.7 Conclusion:

The purpose of this review was to identify existing research in the topic of employee engagement and factors which influence employee turnover and intentions to stay. It is clear from this literature review that there has been an abundant amount of research and discussion conducted regarding these topics. The common factors linked to employee engagement and turnover intentions are training and development, styles of management and organizational support. There are various opinions and commentary by researchers regarding employee engagement, motivation, training and the role of organizational support and management in the retention of staff within the organization. The alignment of employees and an organization values and beliefs is also a common theme within the literature, indicating that employees value the organizational culture and environment more long term than the financial benefits of working for an organization. However, there is a lack of research looking at what factors may be influencing the rates of employee turnover in the Irish retail clothing industry and the role engagement plays in their turnover intentions.

The majority of researchers have agreed that all the factors mentioned above are key to reducing employee turnover. There has been intensive research into employee turnover, especially in corporate organizations and hospitality industries, such as hotels, restaurants and also the textile industry. The research is also limited to specific countries, such as the US or China, and participants are mostly employees or line managers. There is also lack of research

into employee retention and turnover within retail companies, specifically retail clothing companies. More research and analysis are needed to gain a better understanding of why clothing retail companies in Ireland high turnover rates have, using the above literature to identify factors which may be influencing employee's intentions to stay.

Research Question and Hypothesis:

Introduction:

This research study aims to look at how employee engagement is influencing employee turnover or intentions to turnover in an Irish retail clothing company. As seen in previous literature and studies, employee engagement and other factors influencing engagement such as management, training, motivation, and organizational support are vital for organizations to create high rates of employee retention. This research aims to create and add an industry specific analysis to existing literature, of employee engagement in the Irish clothing retail sector, and how this impacts employee turnover.

Research Question One:

What impact does employee engagement have on the employee intention to stay or leave the company?

This research question aims to identify whether employees in the organization have high levels of employee engagement and how this influences their intentions to stay. The questionnaire will allow an analysis into whether there is a relationship between employee engagement and their intentions to stay, and examine to what extent it impacts employee turnover, or it if is one of the many factors.

Research Question Two:

How does job satisfaction impact the relationship between employee engagement and clothing retail employee's turnover intentions?

This research questions aims to investigate the impact job satisfaction has on eh relationship between employee engagement and turnover intentions of an individual. It aims to investigate whether there is a correlation between satisfaction and turnover intentions and employee engagement.

Research Question Three:

How does an employee's job position impact employee engagement and turnover intentions?

This research question aims to identify whether there may be a difference in employee engagement and employee turnover intentions in the different positions in the store, In this study it will be looking at sales advisors and management.

Research Question Four:

What other factors may be influencing employee engagement and employee turnover intentions?

This research questions aims to identify other possible factors that may be influencing employee turnover and rates of engagement. The questionnaire will include open-ended questions in order to gain some insight to other possible factors.

<u>Research Hypotheses:</u>

The following hypotheses have been developed in relation to the previous literature and research on employee engagement and turnover intentions. The hypotheses will help in determining whether the results of this research paper are supported by previous literature on employee engagement having an impact on employee turnover. This will be determined in the analysis of the information and data collected from participants of the survey.

H1: Employees intentions to stay are correlated to employee engagement.

H2: There is a negative correlation between employee engagement and an employee's intention to stay.

H3: Job satisfaction influences the relationship between employee engagement and turnover intentions.

H4: Job positions influence the relationship between employee engagement and turnover intentions.

H5: Job position influences employee satisfaction and its relationship with turnover intentions.

The hypotheses developed will either support previous literature and research in this topic, Null (H0), or the results of this research will not be the same as discussed in the previous research and literature, Alternative Hypothesis (Ha).

Chapter Three- Methodology

3.0 Introduction:

The aim of this chapter is to identify and outline the research methods and analysis used in relation to the research topic of this thesis. The aim and objectives will be stated in this chapter and the methodological choices while conducting the research will be justified and explained. A theoretical approach of the methodology process is discussed to identify the preferred type of data collection. The research design and choice of data analysis will also be discussed and explained, alongside the limitations and considerations of this chosen method of research collection and analysis.

3.1 Research Objectives:

This study aims to examine the influence employee engagement has on employee turnover intentions and to identify other possible factors influencing the rate of turnover in the clothing retail sector. This study is using a clothing retail company in Ireland as a case study. The objectives of this research are seen below:

      i.   To identify if employee engagement impacts retail employees' turnover intentions.

      ii.   To identify the factors of engagement that may be influencing retail employees' turnover intentions.

      iii.   To determine which of these factors have more impact on a retail employees' intention to stay or leave.

      iv.   To provide limitations to this research and suggestions for areas of future research.

The objectives of this study will be fulfilled by collecting data and information from a sample of employees working in a clothing retail company. This information and data will then be examined to provide insight and a conclusion on the research question.

3.2 Research Structure:

This study will use the research onion (Saunders et al,2019) and the five-step research process (Stuart, et al., 2002) as frameworks for the structure and methodology of this research as seen in figure 3.1 and figure 3.2.

Figure 3.1: Research Onion
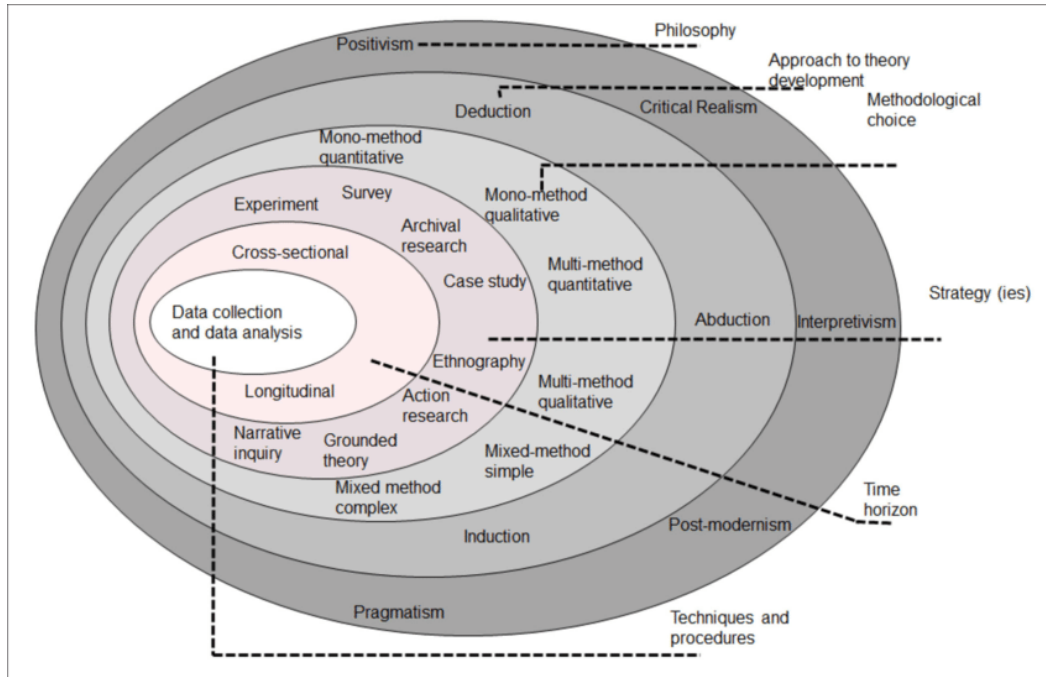
Source: Saunders et al., (2015), pp.130.

Figure 3.2: The Five-Stage Research Process
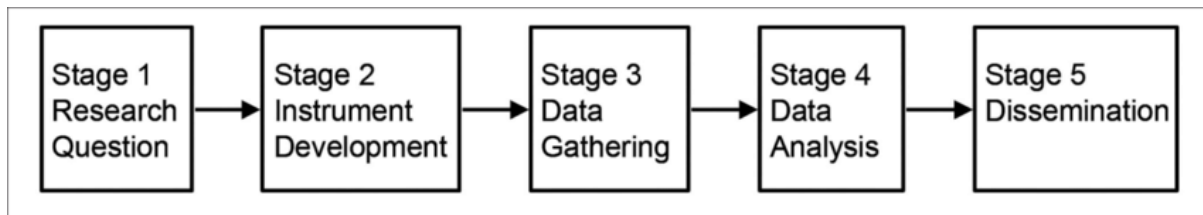
Source: Stuart et al., (2002)

In figure 3.1, the research onion uses different layers when discussing the steps when developing a research structure, such as philosophy, research approach, research methods, strategies, time-horizons and data collection and analysis procedures (Saunders et al., 2015). The five-stage research process is used by Stuart et al., (2002) to describe the research process of case study research. This method provides a basic and core research process, such as defining the research question, selecting, and developing the research instrument, data gathering and analysis and using this information to form a conclusion on the research question.

The research philosophy used in this study is positivism, as the hypothesis for this study have been developed using existing literature on employee engagement and turnover intentions. This study is also using a deductive research approach. This approach allows this study to test and develop hypothesis from existing theories and literature on employee engagement and the

influence it has on employee turnover intentions in the context of the case study. This approach allows the research to explain the possible link between variables and concepts, such as the relationship between employee engagement and employee turnover. Through an analysis of previous literature and research of employee engagement and employee turnover intentions, this study was able to develop a case-based research question to examine how employee engagement may be influencing clothing retail employees' intentions to stay or leave an organization.

A quantitative and cross-sectional research method will be used in this study as it aligns with the positivism philosophy and deductive research approach. A survey will be used to collect data from participants in the research as it offers an objective method of collecting data regarding people's behaviour, beliefs, attitudes, values, and knowledge (Boynton and Greenhalgh,2004). The data collected from the survey will be analysed using correlation analysis, which will help in identifying whether there is a relationship between the two variables, employee engagement and employee turnover intentions.

This study will use Stuart et al's., (2002) basic research process and Saunders et al., (2007) research onion as guidelines for developing the structure and design the methodology chapter.

3.2.1 Research Philosophy:

Saunders et al., (2015) defines research philosophy as the assumptions and beliefs about knowledge development, referring to what data should be collected and analysed They state that there are a number of assumptions that are created at each stage of the research process and that these assumptions lead to an understanding of your research question and the analysis of information found (Saunders et al., 2015). There are three types of assumptions, *Ontology* (Assumptions about the nature of reality), *Epistemology* (assumptions about what is valid knowledge and how it is communicated) and *Axiology* (assumptions about the role of ethics and values), (Saunders et al.,2015). Allarahsheh and Pius (2020) state that these assumptions are key to the development of research procedures and techniques relating to how and what data is collected and analysed.

This research paper is using a positivism research philosophy. Positivism is based on the view that factual knowledge gained through observation, such as measurements, can provide hypothetical explanations that can be tested and refuted or confirmed (Collins,2010; Saunders et al., 2015). This allows for data to be collected and analysed objectively. The aim of this research is to identify whether employee engagement has an impact on clothing retail

employees' turnover intentions. In order to achieve a conclusion to this research question, the data needs to be collected and analysed objectively.

3.3 Research Approach and Methods:
3.3.1 Research Approach

Inductive and deductive are the two main approaches to research studies. An inductive approach to research begins with observations about a specific topic or phenomena and uses these observations to develop a hypothesis or theory (Gregory and Muntermann 2011; Soifermann,2010). Research using this approach often uses a qualitative method of data collection and use this data to identify themes and patterns to develop a theory (Soifermann,2010).

This study will be using a deductive research approach. This approach starts with developing a hypothesis from exiting literature and research on a topic and then testing these hypotheses (Gregory and Muntermann 2011; Soifermann,2010). This approach was chosen for this study as the hypotheses regarding the relationship between employee engagement and employee turnover intentions were created using the review of previous literature and research. This study aims to use a quantitative method to collect data and test these hypotheses using a statistical analysis of the data to formulate a conclusion to the research questions and objectives.

3.3.2 Research Method

The three main methods to research are qualitative, quantitative and a mixed research approach (Saunders et al., 2015). There are many factors that may influence the chosen method of research, such as the objectives and aims of the research, the research topic and the type of data needed (Opoku, et al.,2016; Stuart et al.,2002). Qualitative research refers to the collection of non-numerical data such as interviews, text and is commonly used to be able to identify and understand people's perspectives and experiences about a topic or phenomenon (McGregor,2018; Antwi and Hamza, 2015).

This study is using a quantitative research approach as the main approach, with a small section using a qualitative approach. This approach refers to the collection and analysing of numerical and statistical data to reach an objective answer or conclusion (McGregor,2018). Quantitative research us a common method used to analyse employee engagement as seen in the review of literature (Aggarwal et al., 2022; Saira et al., 2020; Mangal, 2021; Saks,2019; Mitsakis et al.,2019). Quantitative research focuses on creating or using existing hypotheses

and then testing these hypotheses using empirical data to prove or disprove these hypotheses (Antwi and Hmaza,2015). This is a suitable research method for this research paper as it focuses on employee engagement in a clothing retail store and how this may be impacting turnover intentions.

Quantitative research has been used multiple times in previous research to measure employee engagement and the influence it has on factors such as job satisfaction (Superiyanto et al.,2021), talent management (Abdullahi et al.,2022) and organizational success (Kaliannan and Adjovu,2015). This study aims to use a similar quantitative methodological approach to measure the influence employee engagement has on retail employee's turnover intentions. The aim of this study is to examine whether employee turnover is correlated with employee engagement or if engagement has an influence on employee turnover intentions. As seen in previous research (Abdullahi et al.,2022, Superiyanto et al.,2021, Kaliannan and Adjou,2015) a quantitative method allows for hypotheses to be created and then examined to identify whether a variable is correlated or influenced by other variables or not, hence making a quantitative methodological approach to this study ideal to achieving its research objectives.

This study aims to use hypotheses created from review of previous research of employee engagement and to test them using empirical data collecting from employees working in a clothing store. Quantitative research methods also use theory to analyse the results of their data collection, which is suitable to this research topic, as it will use theory testing and hypotheses testing to identify whether there is a correlation between employee engagement and clothing retail employee turnover intentions.

This quantitative approach was chosen as this study aims to identify whether employee engagement has an influence on clothing retail employee turnover intentions. The research objectives and hypotheses were created from the review of previous theory and research in this topic, and in order to achieve these objectives the collection of empirical data is necessary to identify if there are any correlations. This method of quantitative research also aligns with the positivism research philosophy of this study and both emphasis using standardized measures and analysis of statistics to identify relationships and pattern in data collected.

This quantitative research method also has some limitations. There is a risk of overlooking factors and information regarding the individual experiences, beliefs and values, as quantitative research focuses on the collection and analysis of objectives data

(McGregor,2018; Antwi and Hamza,2015). In regard to this study, there may limitations on how in-depth employee engagement and turnover among clothing retail employees can be understood as the quantitative method may make it difficult to measure the individual motivations and social dynamics objectively. The study uses open-ended questions in the questionnaire to gain qualitative data, however, it is still difficult to gain an in-depth understanding through a questionnaire and mainly quantitative approach.

3.4 Data Collection Method
This study will be using questionnaires as a data collection method. This method of data collection was chosen due to the limited access and permission to use different methods of collection by the chosen case study company. Questionnaires are often used with quantitative research approach and are also commonly used to measure employee engagement and employee turnover intentions (Dornyei and Dewaele,2022). Questionnaires can allow for the collection of quantitative data of various factors of employee engagement such as organizational commitment, work-life balance, and employee-job satisfaction. Questionnaires have also been used in many studies to measure employee turnover intentions. The objective of this research is to identify the correlation between employee engagement and employee turnover intentions, and a questionnaire will be able to measure these variables objectively. It is important that the questionnaire is designed with appropriate questions and responses for the questions asked, and that the questions are clear and unambiguous ion order to collect accurate and quality data (Dornyei and Dewaele,2022).

3.4.1 Questionnaire structure

The questionnaire was designed carefully using existing and academically valid questionnaires to structure the questionnaire into four sections.

The first section of the questionnaire consists of the demographic information of the participants. This section aims to get information about the Gender, Age, Position of participants at the clothing company and the length of time they have worked for the company.

The second section of the questionnaire uses the Gallup Q12 workplace audit to measure employee engagement. This quantitative questionnaire was chosen as a method of data collection due to its reliability and validity (Harter et al., 2009; Abraham,2012; Lakshmi et al.,2022; Jain et al.,2022). The Gallup 12 question survey consists of questions relating to 12

factors of employee engagement as discussed in the review of previous literature and seen in figure 3.3 below.

Figure 3.3
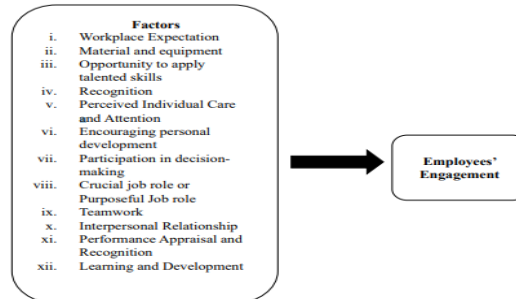
Source: Lakshmi et al. (2022)

Participants will be asked to respond to each question, provided in appendix one, using a Likert scale from strongly disagree to strongly agree.

The third section of the questionnaire uses the Utrecht Work Engagement scale (UWES), seen in appendix one, as another measure of employee engagement through the collection of data regarding employee work and well-being. This questionnaire uses three underlying dimensions of employee engagement, vigour, dedication, and absorption to measure an employee's work engagement and was also chosen due to its reliability and validity (Schaufeli et al.,2006; Dominguez-Salas et al.,2022; Adachi and Inaba,2023; Chaudhary et al.,2022; Boccoli et al.,2023). All questions (see in appendix one) in this section are grouped according to three dimensions and are scored on a 5-point frequency scale, from 0 (Never) to 4 (Always).

The fourth section of the questionnaire uses Mobley et al., (1978) three-item turnover intent questionnaire alongside Andrews and Withey's (1976) job satisfaction questionnaire (seen in appendix 1). A 5-point Likert scale was used to measure job satisfaction, 0 (Unsure) to 4 (extremely satisfied). A 6-point scale was used to measure turnover intent, 0 (very unlikely) to 6 (Very Likely). Both of these questionnaires have been validated and proven reliable measures of employee turnover intentions and job satisfaction (Schaufeli et al.,2006; Mobley et al., 1978; Andrews and Withey, 1976; Skelton et al.,2020).

The last section of the questionnaire asks three open ended questions related to the above topics in order to gain qualitative data that will allow for other possible factors influencing employee engagement and turnover intentions to be identified.

The aim of this structure of the questionnaire is to use reliable and valid questions to measure employee engagement and employee turnover intentions to analyse if there are any correlations between these variables using the data collected.

3.4.2 Questionnaire Advantages and Limitations:

Questionnaires offer many advantages when it comes to measuring the relationships between different variables and for testing hypotheses (Saunders et al.,2015). It is also a suitable method of data collection for positivism and quantitative research as it allows the collection objective data through close-ended questions which can be analysed numerically and statistically. Questionnaire also reduce the risk of potential bias in responses through the standardization of questions and responses for participants and also allows for patterns and relationships to be identified (McGregor,2018; Saunders et al.,2015).

There are also many limitations to questionnaires. The main limitation of questionnaires is their potential to have a low rate of response rate, which can then reduce the validity of the research (Samuel and Chipunza,2009). There is also the possibility of unreliable responses, where participants may feel hesitant to reveal their true opinion or may have difficulty understanding the questions or responses, which can reduce the validity of the data (Samuel and Chipunza,2009).

In regard to this study, the main limitation to this method of data collection, as mentioned previously, is the lack of access and permission to expand or utilize other methods of data to create a more in-depth understanding of the impact employee engagement had on each individuals experience and how this may influence their turnover intentions. Another limitation to be considered is the lack of time given for distribution of the questionnaire and collection of data due to challenges in receiving access to the chosen sample population, which led to a lower anticipated response rate, which as discussed above, may lead to difficulty proving the reliability and validity of the research (Samuel and Chipunza,2009).

3.6 Sample Selection
The method of sampling used is important in ensuring there is a reduced risk of error and bias and that the sample of participants used is representative to the research topic and objectives and various factors influence the method that is chosen (Tyrer and Heyman,2016). The two main methods of sampling are probability and non-probability methods. Probability sampling methods involves an aspect of random selection, such as cluster sampling, stratified sampling, and cluster sampling (Elfil and Negida,2017).

This study will be using a non-probability sample method. This method is used when the sample is chosen based on the research objectives and doesn't involve random selection (Elfie and Negida,2017). This study uses the non-probability method of purposive sampling. Purposive sampling refers to the selection of individuals or population based on the criteria that are relevant to the research question and objectives (Tyrer and Heyman,2016). This is relevant to this study, as the research objectives are to determine if there is a relationship between employee engagement and employee turnover intentions of clothing retail employees. This method of sampling is limited to a category of individuals who can provide the information and data needed to achieve the research objectives. This study will also use volunteer and convenience sampling, which refers to the selection of individuals or group to participate in the questionnaire who can choose to voluntarily participate in the survey or not, based on their willingness or availability to participate in the questionnaire (Tyrer and Heyman,2016). This method was adopted due to time constraints and the difficulty in distributing the questionnaire to participants and individuals that could get involved in the research.

3.7 Sample Size and Questionnaire Distribution

The sample of this study are employees of a clothing retail store in Dublin, Republic of Ireland. The company requested anonymity in this study. The total sample size is 31 full-time and parttime female and male employees and managers: the age is between 18 years or under to 54 years and above, working in the clothing retail company, Dublin.

The questionnaire was distributed using a probability random sampling technique to allow all employees of the store thew opportunity to participate in the research. This method was chosen as employee engagement and turnover intentions is a topic relevant to all employees and this method allowed all potential participants the opportunity to voluntarily complete the questionnaire in line with ethical considerations. The questionnaire was distributed through an emailed web-link to the online questionnaire.

3.8 Data Analysis Method

Data collected using the questionnaire were analysed according to each scale used in the three sections. The first section of data, regarding the demographics of participants was analysed using descriptive statistics. Pickering (2017) defines descriptive statistics as a method of describing the characteristics of collected data by creating a summary about the data samples. The descriptive statistics will be presented in a table to outline to data collected about the

demographic of this studies participants. Data was also only collected from questionnaires which were fully completed by participants in order to ensure validity.

The questions in the questionnaire regarding employee engagement were designed using Likert scales in order to calculate the results of the data, all data collected from the will are analysed and measured using a five-point and six-point Likert scales. This data will be also analysed using SPSS (Statistical Package for the Social Sciences) software to run a correlation analysis between the variables of employee engagement and employee turnover intentions. This programme is used by various researchers in multiple fields to create a quantitative analysis of data and identify possible relationships and correlation between variables (Pallant,2020) This data will be placed into tables and analysed against the hypotheses of this study and existing theories and literature on employee engagement and employee turnover intentions.

There may be some ethical issues when undertaking research and it is essential that all research follows the rules of ethical conduct and completes the research without putting the privacy of participants at risk or being unethical. Ethical approval for this study was obtained by the Ethics Committee of the National College of Ireland and issues such as data protection, privacy and informed consent were considered.

In accordance with the research Ethics guidebook, all research participants were informed of topic and nature of the research and were also provided with information sheets outlining the what the research was and how the information collected would be used. After reading the information sheet, the start of the questionnaire required participants to give their informed consent for their responses to be used in this study There were no incentives offered to participants of this study.

The protection of the participants data and privacy were also taken into consideration when completing this study. In order to provide fully anonymity to participants of the questionnaire, the questionnaire was created on an online website (SurveyMonkey). This allowed participants access the survey through the distributed weblink and complete the survey without any identifying information being collected. The clothing company being used in this research also requested to be anonymous, so there is no identifying information included in this study.

3.10 Research Limitations

Quantitative research is focused mainly on collecting objective data that can be analysed statistically and objectively, which can lead to a lack of in depth understanding of the participants individual's experiences (Krippendorf,2013). There is also a risk of potential bias in the interpretation of data and information collected in a way that supports created hypotheses (Krippendorf,2013; Atieno,2009). The questionnaire did include three-open ended questions for the collection of a small sum of qualitative data, however, an in-depth understanding of individuals personal experiences and opinions can't be achieved.

A limitation to this method of research may be the lack of a pilot study using the chosen tool of data collection. Due to time-constraints with the delay of permission to distribute the questionnaire to possible participants, a pilot study was not conducted. However, in order to ensure the reliability and validity of the method of data collection, the questionnaire only consisted of questions and methods of measuring employee engagement and turnover intentions that were used multiple times in previous research in the same or similar topics. The Gallup Q12, the Utrecht Work Engagement scale (UWES), Mobley et al., (1978) three-item turnover intent questionnaire alongside Andrews and Withey's (1976) job satisfaction questionnaire, are all questionnaires that have been used in previous research of employee engagement and employee turnover multiple times and have been proven a valid and reliable method to collect data regarding this topic (Yang et al., 2020; Oktanfa et al.,2022; Cao et al.,2019; Zhang et al.,2020;Rafiq et al.,2019; Gravili, Manuti and Meirinhos,2022;Tolukan and Akyel,2019). No changes were made to these methods of data collection to ensure their validity and reliability.

A considerate limitation in this study may be a risk in sample and selection bias due to limited access and the length of time it took to get permission providing access to the selected sample participants. There were also challenges on the length of time it took for the questionnaire and the questions being asked to be examined by the case study company before being distributed to possible participants. This limited the length of time possible participants had to respond to the questionnaire, due to a pilot study having to be conducted and then the limited access in distribution of the final questionnaire, only being allowed to distribute it through emails, it led to a lower than anticipated response rate. This may lead to the data collected from the sample participants to not be reflective of an appropriate population of employees working within this case study clothing retail company. It is essential that the design of the research analysis allows the findings to be valid and reliable.

3.1.11 Conclusion

This section of this study is focused on the chosen research methods to achieve a conclusion on the research question. These methods of research and analysis approach were chosen as they are useful in achieving the objectives of this thesis. This chapter also provides justification for the chosen methods of research, data collection, sample methods and size and other areas mention above.

Chapter Four- Data Findings and Analysis

4.0 Introduction

This chapter discusses the findings from the questionnaires distributed to employees of a clothing retail store. The participants of this study are all residents of Ireland and work within the same clothing store. The participants were asked to answer questions in the questionnaire aimed at answering the research questions and objectives of this study. The questions that will be answered in this study are as follows:

   i.   Is there a relationship between employee engagement and the turnover intentions of clothing retail employees?

ii.   How does job satisfaction impact the relationship between employee engagement and clothing retail employee's turnover intentions?

iii.   How does an employee's position in an organization impact their engagement and turnover intentions?

Using the SPSS software, a numerical analysis was conducted on the data collected from the questionnaire. This statistical analysis will help in the conclusion of the research questions, objectives, and hypotheses, by categorizing the results and implications of the findings in the data. The data and statistical analysis of the data will be presented in tables, figures, and graphs, all of which are labelled for easy identification. This chapter will be divided into the following sections:

Section One: This section of the data analysis will outline the reliability results of the scales used in the questionnaire. This includes the reliability test result of the Gallup q12 Workplace Audit, the Utrecht Work Engagement scale (UWES), Five-item job satisfaction scale and the Three-item turnover intent.

Section Two: This section of the chapter identifies the demographic of employees who participated in the questionnaire, the scale of descriptive characteristics and statistical results. It will outline the results of employee engagement, employee turnover intentions.

Section Three: This section of the chapter will use the data and statistical analysis to identify how employee engagement influences employee turnover intentions. A scatterplot will be used to measure the relationship between these two variables.

Section Four: This section will outline the results of a correlation test between employee engagement and employee turnover intentions.

Section Five: This section of the chapter will measure employee engagement (Independent variable) on employee turnover intentions (Dependant variable) using the multiple regression analysis. This is to identify the strength of the relationship and influence between these variables.

4.1 Section One: Scale Reliability Results

The reliability test results of the three scales used in this study are outlined in this section. A Cronbach's alpha was used to measure each scale's reliability using the SPSS software. As the questionnaire used Likert scales, Cronbach's alpha was the most suitable method of measuring the scale's reliability and internal consistency.

4.1.1 Gallup Q12 Workplace Audit on Employee Engagement

Table 1 and 2 show the result of the reliability tests for Gallup q12 employee engagement scale. Table 1 indicates there was 28 (93.3%) valid responses across 12 items that contributed to the Gallup q12 scale score. The scale got a Cronbach's alpha reliability static value of '0.712', shown on table 2, which indicates a good level of internal consistency.

Table 1: Gallup Q12 Scale

Table 1: Case Processing Summary

		N	%
Cases	Valid	28	93.3
	Excluded[a]	2	6.7
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Table 2: Gallup Q12 Scale Reliability Results

Table 2: Reliability Statistics

Cronbach's Alpha	N of Items
.712	12

4.1.2 Utrecht Work Engagement scale (UWES)

Table 3 and 4 show the result of the reliability tests for the Utrecht Work Engagement scale. Table 3 indicates there was 28 (93.3%) valid responses across 17 items that contributed to the UWES scale score. The scale got a Cronbach's alpha reliability static value of '0.853', shown on table 4, which indicates a high level of internal consistency.

Table 3: UWES Case Summary

Table 3: Case Processing Summary

		N	%
Cases	Valid	28	93.3
	Excluded[a]	2	6.7
	Total	30	100.0

a. Listwise deletion based on all variables in the procedure.

Table 4: UWES Reliability Result

Table 4: Reliability Statistics

Cronbach's Alpha	N of Items
.853	17

4.1.3 Five-item Job satisfaction

Table 5 and 6 show the result of the reliability tests for the five-item job satisfaction scale. Table 5 indicates there was 26 (86.7%) valid responses across 5 items that contributed to the

five-item job satisfaction scale score. The scale got a Cronbach's alpha reliability static value of '0.718', shown on table 6, which indicates a good level of internal consistency.

Table 5: Five-item Job satisfaction Case summary

Table 6: Five-item Job satisfaction Reliability result

Table 5: Case Processing Summary

		N	%
Cases	Valid	26	86.7
	Excluded[a]	4	13.3
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

Reliability Statistics

Cronbach's Alpha	N of Items
.718	5

4.1.4 Three-item Turnover Intent

Table 7 and 8 show the result of the reliability tests for the Three Item Turnover Intent scale. Table 5 indicates there was 26 (86.7%) valid responses across 3 items that contributed to the three-item turnover intent scale score. The scale got a Cronbach's alpha reliability static value of '0.788', shown on table 6, which indicates a high level of internal consistency.

Table 7: Three-item Turnover Intent case Summary

Table 8: Three-item Turnover Intent Reliability Result

Table 8: Case Processing Summary

		N	%
Cases	Valid	26	86.7
	Excluded[a]	4	13.3
	Total	30	100.0
a. Listwise deletion based on all variables in the procedure.			

Table 8: Reliability Statistics

Cronbach's Alpha	N of Items
.788	3

4.2 Section Two: Descriptive Statistical Results:

This section uses descriptive statistics provide information regarding the overall composite score, the demographic and the results of the data collected regarding employee engagement and employee turnover intentions. This was done using SPSS software.

4.2.1 Composite Score

The mean scores for the overall composite variables and scores of each scale, are presented in table 9. For Gallup Q12 Employee Engagement, it shows that for 30 participants the average score was Mean(M)= 3.0187, Standard Deviation (SD)= 0.44168. For the UWES scale, it shows that for 28 participants (2 were missing responses), the M=3.0 and SD= 0.49109. The five-item job satisfaction scale shows that for 26 participants (4 were missing responses) the M=2.5615 and SD= 0.51852. The three-item turnover intention scale shows that for 26 participants, the M=3.4 and SD=1.20016.

Table 9: Composite variables and score statistics

Table 9: Composite Variables and Score Statistics		Gallup Q12	UWES	Five-Item Job Satisfaction	Three-Item Turnover Intention
N	Valid	30	28	26	26
	Missing	0	2	4	4
Mean		3.0187	3.0042	2.5615	3.4038
Std. Deviation		.44168	.49109	.51852	1.20016
Minimum		2.17	2.00	1.60	1.00
Maximum		4.08	3.82	3.80	5.00

4.2.3 Demographics descriptive statistics:

A comparison of the mean score results for the overall composite score for Gender, Age, Length of serviced and Position are shown in Table 10. The statistics show that the average score of 30 participants for gender, M=1.8667. The average score of 30 participants for length of service, M=2.633. The average score of 30 participants for age, M=2.3. The average score for 30 participants for position, M=1.233.

Table 10: Demographic Descriptive Statistics:

Table 10: Demographics Statistics		Gender	Length of Service	Age	Position
N	Valid	30	30	30	30
	Missing	0	0	0	0
Mean		1.8667	2.6333	2.3000	1.2333
Minimum		1.00	1.00	1.00	1.00
Maximum		2.00	5.00	6.00	2.00

4.2.3 Descriptive Characteristics Scale:

Descriptive statistics is a method of data analysis used to summarize and describe the overall population of participants from collected information and data (Saunders et al.,2015 As seen in table 11, employee engagement amount participants have a mean of M=2.9904 on the Gallup Q12 scale, indicating a low level of employee engagement, participants have a mean M=3.0317, on the UWES scale, also indicating a low level of employee engagement. Job satisfaction has a mean of M=2.5615, suggesting that there is a low level of satisfaction among employees and turnover intention has a mean of M=3.4038, suggesting that there is a high level of employee intentions to leave.

Table 11: Descriptive Statistics of Scales

Table 11: Descriptive Statistics	Mean	Std. Deviation	N
Turnover Intention	3.4038	1.20016	26
UWES	3.0317	.48940	26
Job Satisfaction	2.5615	.51852	26
Gallup Q12	2.9904	.45174	26
Position	1.1923	.40192	26

Table 12 displays the mean turnover intentions of participants in regard to their position in the company. Sales advisors have displayed a higher mean, M=3.6905, in comparison to management that display a mean of M=2.2000. This suggests that the job position of employees in influences their turnover intentions.

Table 12: Employee Positions Turnover Intentions

Table 12: Turnover Intention   * Position

Turnover Intentions

Position	Mean	N	Std. Deviation
Sales Advisor	3.6905	21	1.11216
Management	2.2000	5	.75829
Total	3.4038	26	1.20016

4.3 Section Three: Scatter Plot

A scatterplot is used to show the relationship between two numerical variables, essential displaying what happens to one variable when another changes. The independent variable is plotted along the horizontal (y) axis and the dependant variable is plotted along the vertical (x) axis. The scatterplot shows the extent of correlation between these variables. The scatter plots in this study were created using SPSS software A scatterplot will be used to measure the relationship between the following variables using their composite scores:

1) Employee Turnover Intentions (dependant) and Employee Engagement (Independent) – Gallup Q12 and UWES Scale
2) Employee Turnover Intentions (dependant) and Job Satisfaction (Independent)
3) Employee Position- Employee Engagement (Independent) and turnover intentions (dependant)- Gallup Q12 and UWES Scale.
4) Employee Position -Job Satisfaction (Independent) and turnover intentions(dependant).

4.3.1 Scatterplot- Employee Engagement and Employee Turnover Intentions

The first scatterplot shows the effect of the employee engagement composite (Gallup Q12 and UWES) on employee turnover intention composite, measuring the relationship between engagement and turnover intentions. As shown in figure 4, there is a negative correlation between Gallup Q12 and employee turnover intentions, where y =3.68-0.2*x. This suggests that when employee engagement increases, employee turnover intentions decrease, and when employee engagement decreases, employee turnover intentions increase. This result supports previous research regarding the following hypothesis:

*H1=H(O): Employee intentions to stay are correlated to employee engagement.*

H2=H(O): There is a negative correlation between employee engagement and employee's intention to stay.

There is a positive correlation between the UWES and employee turnover intentions, where y= 2.41+0.18*x. This suggests that when items on the UWES scale increase, employee turnover intentions also increase, and when UWES decreases, employee turnover intentions also decrease. This result provides an alternative hypothesis:

Ha: There is a positive correlation between employee engagement and employee turnover intentions.

H1=H(O): Employee intentions to stay are correlated to employee engagement.

Figure 4: Employee Engagement (Gallup Q12 and UWES) and Employee Turnover Intentions
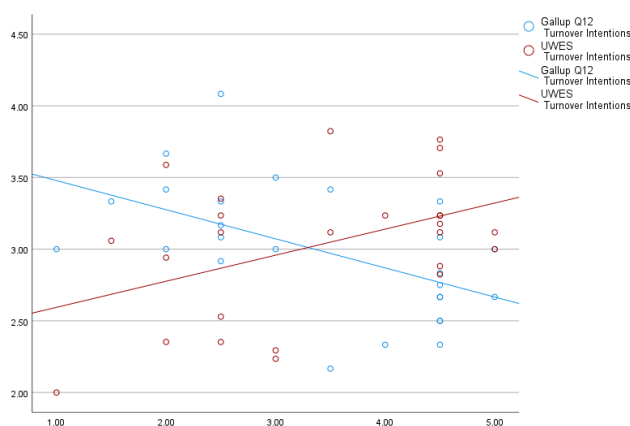
4.3.2 Scatterplot: Job Satisfaction and Employee Turnover Intentions

. As shown in figure 5, there is a negative correlation between job satisfaction and employee turnover intentions, where y= 3.59-0.3*x. This suggests that when job satisfaction increases employee turnover intentions decrease, and when job satisfaction decreases employee turnover intentions increase, which then further impacts the correlation of employee engagement and turnover intentions This supports the following hypothesis:

H3=H(O): Job satisfaction influences the relationship between employee engagement and turnover intentions.

Figure 5: Job Satisfaction and Employee Turnover Intentions

R² Linear = 0.491

y=3.59-0.3*x
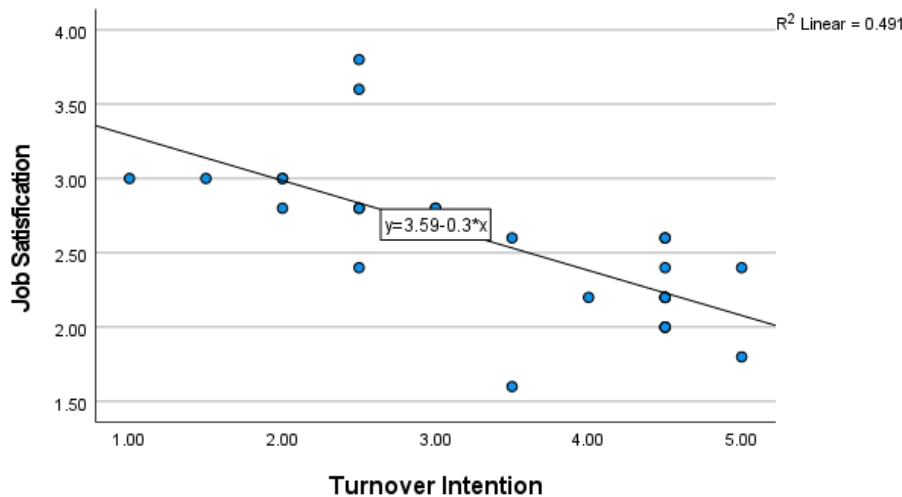
4.3.3 Scatterplot: Employee Position- Employee Engagement and Turnover Intentions (Gallup Q12 and UWES)

As shown in figure 6, for sales advisors, there is a negative correlation between Gallup Q12 and employee turnover intentions. This suggests that increases in employee engagement leads to decreases in employee turnover intentions and the opposite way around, supporting *hypothesis H1 and H2*. Figure 6 also shows that there is a positive correlation between the UWES and employee turnover intentions, which suggests that if items in the UWES scale increase, employee turnover intentions also increase, and the other way around. The following hypothesis can be concluded:

H1=H(O): Employee intentions to stay are correlated to employee engagement.

H2=H(O): There is a negative correlation between employee engagement and employee's intention to stay.

In figure 7, it shows that for managers there is a positive correlation between employee engagement (Gallup Q12 and UWES) and turnover intentions. This suggests, that when employee engagement increases, employee turnover intentions also increase, and when engagement decreases, turnover intentions also decrease. The following hypothesis can be concluded:

Ha: There is a positive correlation between employee engagement and employee turnover intentions.

H1=H(O): Employee intentions to stay are correlated to employee engagement.

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H4=H(O): Job positions influence the relationship between employee engagement and turnover intentions.

Figure 6: Sales Advisor- Employee Engagement and Turnover Intentions
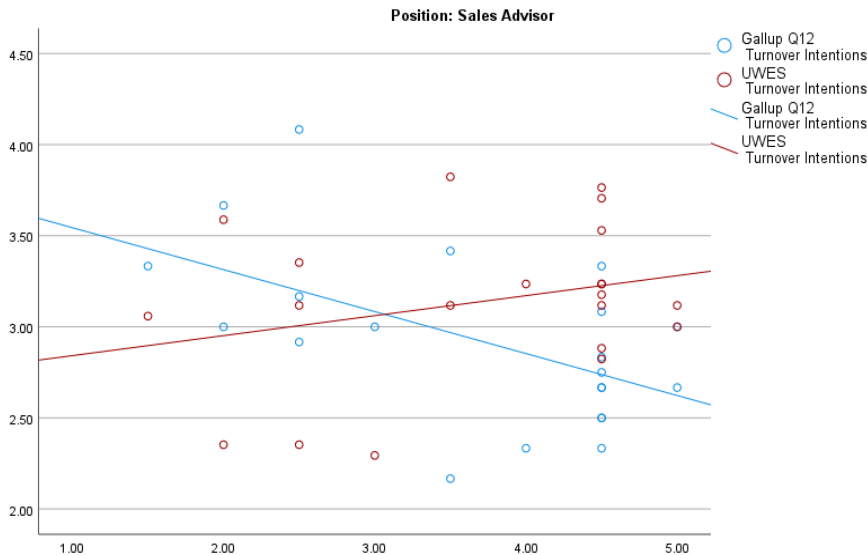
Figure 7: Management- Employee Engagement and Turnover Intentions

4.3.4 Scatterplot: Employee Position- Job Satisfaction and Turnover Intentions

Both figure 8 and figure 9 show that there is a negative correlation between job satisfaction and employee turnover intentions for sales advisors and management, for sales advisors y=3.81-0.53*x and management y=3.18-0.17*x. This suggests that when job satisfaction increases, employee turnover intentions decrease. Thus supports H3 and creates an alternative hypothesis for H5:

H3= H (0): Job satisfaction influences the relationship between employee engagement and turnover intentions.

Ha: Job position does not impact employee job satisfaction and employee turnover intentions.

Figure 8: Sales Advisors- Job satisfaction and Turnover Intentions
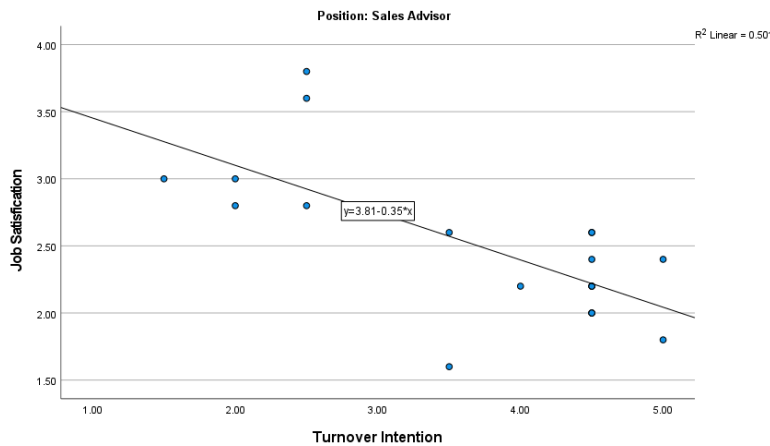
Figure 9: Management- Job Satisfaction and Turnover Intentions
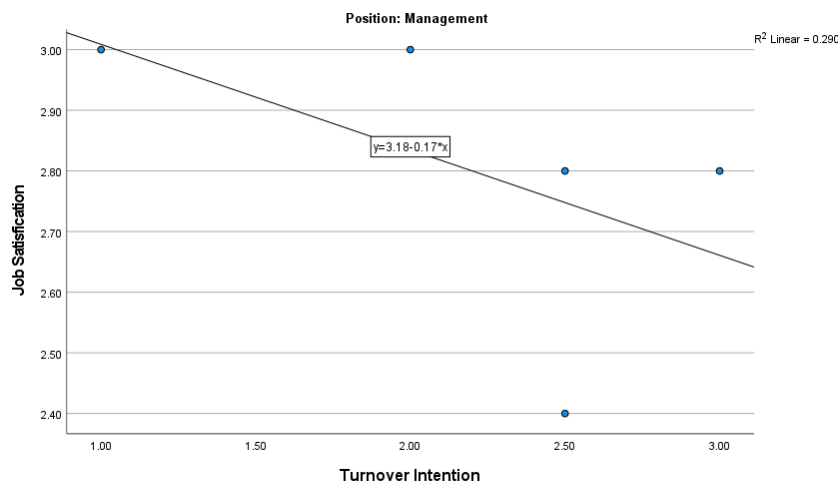
4.4 The Persons Correlation Coefficient Analysis Results

The Persons Correlation test measures the statistical relationship between variables in order to identify a linear relationship and strength between these variables, such as employee engagement and employee turnover intentions. SPSS software was used to conduct the Persons Correlation text.

4.4.1 Correlation Result for Employee Engagement and Employee Turnover Intentions

The results of the correlation and relationship between employee engagement and employee turnover intentions are shown in table 13. The figures used to interpret the results have been

made bold in the table. The first value between Gallup q12 and employee turnover intentions is '-.540**' indicating a negative correlation and a second value of '.004' showing a lack of significance regarding the corelation for this value. The first value between UWES and employee turnover intentions is '.446*', indicating a high correlation between and a second value of '.022' showing a high level of significance for this value. This result supports the following hypothesis:

H1=H (0): Employees intentions to stay are correlated to employee engagement.

H2=H (0): There is a negative correlation between employee engagement and an employee's intention to stay.

Table 10: Correlation Results for Employee Engagement and Turnover Intentions

Table 13: Correlations

		Gallup Q12	UWES	Turnover Intention
Gallup Q12	Pearson Correlation	1	-.386*	-.540**
	Sig. (2-tailed)		.042	.004
	N	30	28	26
UWES	Pearson Correlation	-.386*	1	.446*
	Sig. (2-tailed)	.042		.022
	N	28	28	26
Turnover Intention	Pearson Correlation	-.540**	.446*	1
	Sig. (2-tailed)	.004	.022	
	N	26	26	26

*. Correlation is significant at the 0.05 level (2-tailed).

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

The results shown in table 9, indicate that the relationship between employee engagement in regard to Gallup q12, and employee turnover intentions is inversely related. This supports the data results in figure 4, which also indicated a negative correlation between these two variables. The second value of the correlation result '.004' indicating that this result is not statistically significant. In regard to the correlation between UWES and turnover intention, the results in table 9 indicate that there is moderate correlation between these two variables. The second value result '.022' indicates that the result is statistically significant.

4.5 Section Five: Multiple Regression Analysis

Multiple regression analysis is a method of statistical analysis where the independent variables are used to predict a single dependant variable value. In this study the independent

variables are the Gallup Q12, UWES and job satisfaction as they are scaled variables. Employee turnover intentions will be the dependant variable as it is also a continuous data type. These variables are linearly correlated, as seen in the scatterplots and independent of observation, ensuring that the regression analysis can be trusted.

4.5.1 Model Summary Results

The model summary, seen in table 15, outlines the R (multiple correlation coefficient), R^2 (coefficient of determination) and the standard error of the estimate, which indicates how well the multiple regression model fits the data. R= 0.788[a,] suggesting that there's a high correlation between the variables and a high level of prediction. R2= 0.621, suggests that 62.1% of the dependant variable (turnover composite) can be explained by the independent variables (Gallup Q!", UWES and Job Satisfaction). Supporting the following proposed hypothesis:

H1=H (0): *Employees intentions to stay are correlated to employee engagement.*

H2=H (0): *There is a negative correlation between employee engagement and an employee's intention to stay.*

H3=H (0): *Job satisfaction influences the relationship between employee engagement and turnover intentions*

Table 15: Model Summary Results

Table 15: Model Summary			
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788[a]	.621	.549	.80588
a. Predictors: (Constant), Position, Job Satisfaction, UWES, Gallup Q12			

4.5.2 Statistical Significance:

The results in table 16, shows that the f value is F= 8.612 and the p value is p<0.001. This indicates that the independent variable's ability to predict the dependant variable is statistically highly significant.

$F_{(4,21)} = 8.612$, p<0.001.

Table 16: ANOVA Statistical Significance

Table 16: ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	22.371	4	5.593	8.612	<.001[b]
	Residual	13.638	21	.649		
	Total	36.010	25			
a. Dependent Variable: Turnover Intention Composite						
b. Predictors: (Constant), Position, Job Satisfaction, UWES, Gallup Q12 Composites						

4.5.3 Collinearity Diagnostics and Variance Inflation Factor

Collinearity diagnostics and variance inflation factor statistics measures whether multicollinearity is present in a regression analysis, which can lead to the analysis being unreliable and statistically insignificant.

As seen in table 17, the collinearity tolerance (CT) for the Gallup Q12 is CT=.413 and variance inflation factors (VIF) is VIF= 2.917. UWES CT=.567 and VIF= 1.765 and for job satisfaction, CT=.343 and VIF= 2.917. This indicates that the chance of multicollinearity is extremely low and that the results from the regression analysis are reliable and statistically significant.

Table 17: Collinearity Tolerance and Variance Inflation Factor

Table 17: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	9.343	2.227		4.195	<.001		
	UWES	-.278	.437	-.113	-.636	.532	.567	1.765
	Job Satisfaction	-1.713	.531	-.740	-3.227	.004	.343	2.917
	Gallup Q12	.251	.555	.094	.452	.656	.413	2.423
	Position	-1.223	.464	-.410	-2.634	.016	.746	1.341
a. Dependent Variable: Turnover Intentions								

4.6 Conclusion

Null hypotheses and Alternative hypotheses have been developed from the results and analysis of the data collected from participants of the questionnaire. It can be concluded that there is a correlation between employee turnover intentions and employee engagement. A multiple regression analysis created using SPSS software identified the correlation between the independent variable scales and the dependant variable. The regression analysis found the model a suitable fit for the data, *F (4,21) =8.612, p<0.001., R^2= .621.*

4.7 Research Question Answers:
4.7.1 Research Question One
Is there a relationship between employee engagement and the turnover intentions of clothing retail employees?

The analysis of the data collected has revealed that there is a relationship between employee engagement and employee turnover intentions for clothing retail employees in the case study company. This can be seen in the negative correlation in the scatterplots between the Gallup Q12 employee engagement scale composite and turnover intentions composite. Descriptive analysis of the data also revealed that there is a low engagement level and turnover intentions among the clothing retail employee participants. This is revealed in the mean Gallup Q12 scale, where the mean score on the 5-point Likert scale for engagement was M=2.9, anything less than 3.5 is an indication of low engagement on this scale. The mean for turnover intentions was M=3. 4.. This data aligns with the regression analysis where it was revealed that independent variables (Gallup Q12, UWES and Job satisfaction) accounted for R^2=62.1 or 62.1% of the variations in the dependant variable (Turnover intentions). This suggests that there is a relationship between employee engagement and their turnover intentions as the regression analysis revealed that employee engagement can predict the rate of employee turnover intention.

4.7.2 Research Question Two
How does job satisfaction impact the relationship between employee engagement and clothing retail employee's turnover intentions?

The analysis of data collected, and correlation analysis revealed that job satisfaction has an impact on employee turnover. The descriptive statistics showed that participants in the questionnaire had a mean of M=2.56 for job satisfaction, indicating low job satisfaction and The mean for turnover intentions was M=3.4. An analysis using a scatterplot revealed that there was a negative correlation between job satisfaction and turnover intention. Therefore,

suggesting that when job satisfaction increases employee turnover intentions decrease. This impacts the relationship between employee engagement and turnover intentions, as satisfaction is shown to negatively correlate with turnover intentions, and turnover intentions has a statistically significant relationship with employee engagement, also as job satisfaction is an important factor of employee engagement. This will be discussed further in the next chapter.

4.7.3 Research Question Three
How does an employee's position in an organization impact their engagement and turnover intentions?

The results and analysis of the data collected reveal that job positions in the organization impact an employee's engagement, however the data shows no correlation between an employee's job position and their intention to leave an organisation. A scatterplot showed that for sales advisors, there was a negative correlation between employee engagement and turnover intentions. Supporting the results of the first research question, that increases in employee engagement leads to decreases in employee turnover intentions. However, it is to be noted that for the UWES scale measuring employee engagement there was a positive correlation between the scale and employee turnover intentions. Suggesting that an increase in employee engagement leads to increases in employee turnover intentions.

This result is the same for management for both scales of employee engagement. The results of the scatterplot indicate a positive correlation between employee engagement and turnover intentions for management in the organization. This result may not be reliable due to the small sample of mangers who took part in the questionnaire (7 Mangers).

4.7.3 Research Question Four
What other factors may be influencing employee engagement and employee turnover intentions?

This research question will be answered in the next chapter of this study, discussion, and conclusion.

Chapter 5: Findings and Discussion

5.0 Introduction:

This section of the study outlines the research objectives and discusses the findings of the data analysis. This chapter aims to place the findings of this research in context of the reach topic and to link the hypotheses achieved in this study to previous research in employee engagement and employee turnover intentions. This section will also discuss the implications of this.

5.1 Research Findings

The findings of this research illustrate the impact of employee engagement in the turnover intentions of clothing retail employees. The scale reliability results on the measures of employee engagement and turnover intentions reflected positively on the reliability of the results, signifying that the factors of employee engagement used in the data collection method, in appendix one, were appropriate measures of employee turnover intentions. Similarly, to research by Shuck et al. (2014) and Gupta and Shaheen (2017), the results of this research support the hypothesis that employee engagement has a negative correlation or relationship with employee's intention to stay. This finding also concludes the first objective of this study, which was to identify the relationship between these two variables.

The composite score results of the variables in this study reveals that there is a low level of employee engagement and job satisfaction among the employees who partook in this study. The Gallup Q12 and UWES scale both had means=3.0, as seen in table 9, indicating low engagement and job satisfaction has mean=2.56, which indicates very low levels of job satisfaction among participants. This finding is common among research regarding employee engagement and satisfaction in retail industries. Other researchers have found that after the COVID-19 pandemic, job satisfaction and engagement in these industries decreased as employees started to place more value on work-life balance (Lai et al.,2022; Yeh,2021). The turnover composite score had a mean=3.4, which indicates that overall participants of the questionnaire have a 70% turnover intention. Further analysis revealed that sales advisor had higher turnover intentions, M=3.69 in comparison to management, M=2.2, indicating that job position may be a factor influencing turnover intentions. It can be deduced that managers showed a lower turnover intention due to their career growth within the organization, which researchers such as Guma (2011) argues is the one of the main factors influencing employee turnover intentions.

The scatterplot analysis results proved the hypothesis that there is a negative correlation between employee engagement and employee turnover intentions and that job satisfaction has an influence on the relationship between these two variables. The results showed, in figure 4, a negative linear relationship between Gallup Q12 scale and employee turnover intentions, indicating that when there are high levels of employee engagement, turnover intentions are lower. This result is supported by other research conducted regarding the negative correlation between engagement and turnover intentions, which showed that in organizations where turnover was low, there was high employee engagement (Aggarwal et al.,2022; Saks,2019; Saira et al.,2020).

The scatterplot analysis for the UWES engagement scale showed an alternative hypothesis, indicating that there is a positive correlation between employee engagement and turnover intentions. This finding was unexpected, considering researchers such as Lovakov and Agadullina (2017) and Shuck et al. (2014) who have used this scale have found negative correlations between UWES and employee turnover intentions. It can be deduced that this result may be a phenomenon, or it may be due to the small sample size of participants, making the result unreliable. The scatterplot analysis results also showed that there is a negative correlation between job satisfaction and turnover intentions, which was the same for both managers and employees. In regard to the correlation between UWES and turnover intention, the results in table 9 indicate that there is moderate correlation between these two variables. The second value result '.022' indicates that the result is statistically significant. A multiple regression analysis created using SPSS software identified the correlation between the independent variable scales and the dependant variable. The regression analysis found the model a suitable fit for the data, $F (4,21) =8.612, p<0.001., R^2= .621.$

5.2 Research Findings for Question Four

In order to identify other possible factors influencing employee engagement and employee turnover intentions, three open ended questions were included at the end of the questionnaire and participants were given the choice to answer these questions, shown in appendix 1.

The first open-ended question asked participants to comment on what they liked most about their job. This is to identify the positive relations and attitudes employees may have about the organization and their job, which is also an indicator of employee engagement (Mitsakis et al.,2019; Aggarwal er al., 2022).

There were 23 responses to this question, and the common theme among these responses was other colleagues and teamwork. The words colleagues and team appear 13 times in the response to this question, as seen in figure 10. Previous research by Samai and Campbell (2021), Mansoor and Hassan (2016) and Nelson (2021) all state that teamwork is an important factor of employee engagement and turnover intentions. Some of the responses to this question are:

Participant 1*: 'Working alongside my colleagues'.*

Participant 3:*'Working with my co-workers'.*

Participant 22*: 'The team spirit and comradery. I enjoy working together with others and getting to talk to people who are in other professions/courses that are different to what I am studying in college.'*

Participant 29: *'The staff are the best part of the job'.*

The responses from the participants support the social exchange theory, which refers to the importance of professional and social relationships to create a positive work environment (Saks,2019; Blau,1964). These relationships between colleagues and a sense of teamwork can improve an employee's perceived sense of intrinsic value, increasing their sense of employee engagement and lowering turnover intentions (Alshmemri er al.,2017). Teamwork and social relationships can be considered additional factors influencing employee engagement and turnover intentions, due to the information collected from the questionnaire. Although the leading theme to this question was teamwork, the results from the quantitative analysis still show that there is still a high turnover intention and low employee engagement amount participants of the questionnaire.

Figure 10: Word Cloud

The second open-ended question asked participants what it is they disliked the most about their job. The third question asked the respondents if they have anything they wanted to add. These questions were asked to be able to identify any other possible factors influencing employees' intentions to leave the company. This question was answered by 21 participants, and the most common theme among the responses were the rate of pay and management, as seen in figure 11.

Mangal (2021), Guma (2011) and Likhitkar and Verma (2015) found that perceived fair compensation was a key factor in high rates of employee turnover. Guma (2011) found in his research that if employees felt they were not receiving a fair wage for their work it would increase turnover intentions. The responses from the participants of this study indicate that they do not feel they are being fairly compensated:

Participant 1*: 'The pay is my biggest dislike, alongside feeling under appreciated by management'.*

Participant 6*; 'Salary/hourly wage is low'.*

Participant 12*: 'The rate of pay for the responsibility and work done'.*

Participant 13: *'The wage doesn't feel fulfilling considering the work I and other staff do'.*

Participant 16: *'The wage/pay isn't enough for the amount of training and work we are expected to complete'.*

The responses from participants can allow for it to be deduced that compensation can be considered a factor influencing the high level of employee turnover intention and the low employee engagement. Dean (2021)'s research supports this information deduced from this study. He discusses how employees have a demanded higher wage and work benefits after the COVID-19 pandemic, especially within the retail industry. Many employees have started demanding a fair compensation for their work after the pandemic and research by Chen (2021) and Lai et al. (2022) indicates that employees who feel they are not being fairly compensated show lower levels of engagement and higher levels of turnover intentions, as seen in the previous quantitative analysis of this study.

Another main theme emerging from this question was management. The majority of respondents to this questionnaire were sales advisors, and from the 21 respondents to these questions, 8 mentioned the style of management as their dislike. Bawa (2017) indicates in

their research that manger contribute to the creation of employee engagement and that poor choice of management styles can greatly impact employee intention to leave. Other researchers such as Saira et al. (2020) and McCartney et al., (2022) found that employees are likely to leave an organization if they feel undervalued by management and that mangers who fail to create a positive work culture and environment experience high levels of employee turnover. Some responses from participants include:

Participant 3: *'The incompetence of some staff members and management expecting strong staff to fix other people's mistakes rather than disciplining lazy staff members.'*

Participant 6: *'I dislike the management style in work and the pay'.*

Participant 8: *'Managers who take advantage of their position and make sales advisors do jobs they shouldn't be doing'.*

Participant 21: *'I don't think staff are valued or appreciated enough by management'.*

Participant 24: *'Management unfairly treats staff that work hard by giving them more work to do, sometimes more work than what's worth getting paid'.*

From these responses it can be deduced that the style of management is another factor influencing the employee engagement and turnover intentions of the participants in this study. Although employees are indicating that the sense of teamwork and social relationships is positive, their perceived unfair compensation and dislike for the style of management is leading to low employee engagement and high employee turnover intentions.

Figure 11: Word cloud 2

5.3 Implications of Research

While previous research focused on employee engagement and employee turnover for corporate employees, this study focuses on exploring these themes in relation to Irish clothing retail employees. The result of this study reaffirms the findings in previous research, that there is a negative correlation between employee engagement and employee turnover intentions. This builds on an already existing body of evidence indicating the importance of employee engagement in order to reduce the rate of employee turnover (Guma, 2011; Likhitkar and Verma,2015; Kashyap and rangnekar,2014). The finding of this study suggest that the clothing retail employees will leave an organization if there is a lack of engagement, if they feel unfairly compensated and if there is a poor style of management, all of which has been supported by previous research (Gleebeek and Bax, 2004; Frank et al. 2004; Fincham and Rhodes, 2004). This study, alongside other studies of retail employees found that the main factors influencing the rate of turnover is compensation and style of management. This result suggests that in order to retain staff, the company should consider the rate of pay, or other strategies to ensure employees feel fairly compensated and also develop a management style that creates a positive work environment and culture. This is to ensure that employees feel valued for their work, leading to improved engagement and reduced turnover intentions. This study provides an industry specific insight into this research topic, and future research should explore the factors influencing engagement and turnover intentions in more depth.

5.4 Conclusion

The quantitative analysis of this study showed that there is a negative correlation between employee engagement and employee turnover intentions, and data analysis showed that participants in this study had a low employee engagement and high turnover intention. A further analysis of qualitative research, from the open-ended questions in the questionnaire, allowed for the factors of teamwork, fair pay, and style of management to be identified as possible influences of employee engagement and turnover intentions. These conclusions achieved the research questions and objectives and are supported by previous research and theories in this subject area.

Chapter 6: Conclusions

6.0 Introduction

This chapter of the study discusses the conclusions of the research. The aim of this research was to investigate the impact of employee engagement on clothing retail employees' turnover intentions. The findings and implications of this research have been outlined in the analysis and discussion chapters of this study. This chapter will outline the limitations of this study and provide recommendations for future research, in order to improve the current gap in the research of Irish retail employees and their turnover intentions.

6.1 Limitations of Study

This research paper identified the correlation between employee engagement and employee turnover intentions though quantitative data. The research was also able to identify influencing factors such as style of management, fair compensation, and social relationships through the use of open-ended qualitative questions in the questionnaire. However, due to time constraints there is a lack of in-depth analysis on these topics and factors identified in this study. Primary and secondary data were used to develop this study. The collection of primary data was limited due to the difficulty in accessing and distributing the questionnaire to potential participants. Although the data collected was still reliable, a larger sample would provide more information and make trends and random outliers easier to identify. Due to time limits, a pilot study was not conducted on the data collection tool, which may impact the reliability of the results of this study. This research is also limited to mainly a quantitative set of data and data analysis, due to the lack of permission to collect qualitative data through interviews. Interacting with employee's face to face would have allowed a more in-depth insight to their individual perspectives on factors influencing their engagement and turnover intentions. The qualitative data collected in the questionnaire was brief and lack an in-depth explanation as to why the participants felt the way they did.

6.2 Future Research

The use of a qualitative method of data collection can allow for further exploration into the factors influencing the high rates of employee turnover in the clothing retail industry. It will allow for the individual perspectives of employees to be analysed and to gain information from their personal experiences and opinions. Due to a lack of participants in this study, another study with a larger sample size is recommended for future research in order to gain a reliable insight into employee engagement and its influence on employee turnover within the clothing retail industry. Instead of using one company to collect data from, its recommended to expand the sample population to just individual working in the clothing retail industry, to

ensure the data set is not limited or restricted to one source of data collection. This may also allow for an easier time collecting a larger sample size.

As mentioned in the limitations, this research identified several factors influencing employee engagement and turnover intentions. Future research in this topic may consider looking at these factors more in depth and possibly identify other factors that may be of relevance. More research into the role of management on employee turnover intentions in clothing retail is recommended, as from the results of this study, it suggests that management had a large influence on employee engagement and their intention to leave the organization.

6.3 Conclusion

In conclusion, this study was able to reach a conclusion for each of the research objectives and questions and prove the developed hypothesis regarding the relationship between employee engagement and employee turnover intentions of clothing retail employees from the case study company. it can be concluded that there is a negative correlation and relationship between employee engagement and turnover intentions, and that factors such as fair pay, style of management and social relationships are the main factors influencing this relationship for clothing retail employees. Further in-depth research is required to gain a true understanding on the individual experiences and opinions of these employees and their levels of engagement and intentions to leave the clothing retail company.

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Appendix

Appendix: Questionnaire

Page 1: Welcome to My Survey:

Q1: I voluntarily agree to participating in this research study and I understand that in any report on the results of this survey my identity will remain completely anonymous.

- ☐ Yes

- ☐ No

Page 2: Demographics:

Q2 Your current position in the company:

- ☐ Sales Advisor

- ☐ Management

- ☐ Other (please specify)

Q3 Your Age:

- ☐ Under 18

- ☐ 18-24

- ☐ 25-34

- ☐ 34-44

- ☐ 45-54

- ☐ Over 55

Q4 Length of time working at company:

- ☐ 1-5 months

- ☐ 6-12 months

- ☐ 2-4 years

- ☐ 5-9 years

- ☐ Over 10 years

- ☐ Other (please specify)

Q5 Your Gender:

- ☐ Female

- ☐ Male

- ☐ Non-binary

- ☐ Prefer not to say.

☐   Other (please specify)

Page 3: Gallup Q12

Please read and carefully consider the following statements and select <u>one</u> answer.

Each question is followed by:

- ☐ *Strongly disagree (1)*
- ☐ *Disagree (2)*
- ☐ *Agree (3)*
- ☐ *Strongly Agree (4)*
- ☐ *Unsure (5)*

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

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

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

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

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

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

12. At work, my opinions seem to count.

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

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

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

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

Page 4: UWES Scale

The following 17 statements are about how you feel at work. Please read each statement care- fully and decide if you ever feel this way about your job.

Each question is followed by:

- ☐ *Always (1)*
- ☐ *Usually (2)*
- ☐ *Sometimes (3)*
- ☐ *Rarely (4)*
- ☐ *Never (5)*

17. At my work, I feel bursting with energy.

6. I find the work that I do full of meaning and purpose.

7. Time flies when I am working.

8. At my job, I feel strong and vigorous.

9. I am enthusiastic about my job.

10. When I am working, I forget everything else around me.

11. My job inspires me.

12. . When I get up in the morning, I feel like going to work.

13. I feel happy when I am working intensely.

14. I am proud of the work that I do.

15. I am immersed in my work.

16. I can continue working for very long periods at a time.

17. . To me, my job is challenging.

18. I get carried away when I am working.

19. At my job, I am very resilient, mentally.

20. . It is difficult to detach myself from my job.

21. . At my work, I always persevere, even when things do not go well.

Page five: Job Satisfaction

Please read and consider the following statements carefully.

Each question is followed by:

☐ *Extremely dissatisfied (1)*

☐ *Dissatisfied (2)*

☐ *Satisfied (3)*

☐ *Extremely Satisfied (4)*

☐ *Unsure (5)*

44. How happy are you with your current position?

45. How comfortable are you working for this company?

46. How happy do you feel coming to work?

47. How Satisfied are you with the way information is communicated among staff?

48. How satisfied are you with your salary/wages?

Page Six: Turnover Intention:

Please read and consider the following statements carefully.

Each question is followed by:

- ☐   Very unlikely (1)

- ☐   Unlikely (2)

- ☐   Likely (3)

- ☐   Very Likely (4)

- ☐   Unsure (5)

49. Are you willing to leave the company in the near future?

50. How likely would you work with this company again if given a chance/

51. How likely are you to work for this company for another year?

Page seven: Open-ended questions

52. What do you enjoy most about your job?

53. What do you dislike most about your job?

54. Is there anything else you would like to share?