MBA Project Report

Determinants of Employee Engagement: Case of Shahkam Industries

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Determinants of Employee Engagement: Case of Shahkam Industries

By

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Declaration

This project titled "Determinants of Employee Engagement: Case of Shahkam Industries", submitted to the Department of Management Sciences, COMSATS University Islamabad, Lahore Campus; is my own work completed under the supervision of Sir Haroon Rashid. It is declared that this work has not been submitted for obtaining any degree earlier. And it is submitted in partial fulfillment of the requirements for the degree of Masters in Business Administration (MBA).

Date:_____

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Endorsement by Supervisor

I, hereby, endorse the project work report entitled "Determinants of Employee Engagement: Case of Shahkam Industries", submitted by Maria Yousaf of, CUI, Lahore Campus, in partial fulfillment of the requirements for the degree of the Masters in Business Administration (MBA) for external evaluation.

Signature:

_____

Haroon Rashid

Date:

Dedication

I am dedicating this project to my honorable supervisor, Mr. Haroon Rashid. His encouragement, guidance, feedback, and support have nurtured my research growth, inspired me to achieve this milestone, and shaped my knowledge about the subject matter.

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I would like to thank the Almighty Allah for providing me with the wisdom, strength, determination, and well-being that proved to be significant in completing this work. I am proud and appreciate myself for my dedication, hard work, and commitment to this research project. I would take this opportunity to extend my sincere gratitude and admiration to everyone who contributed to completing this project.

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With sincere appreciation,

Maria Yousaf
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Abstract

This study examined determinants of employee engagement in the textile sector of Pakistan – the case of Shahkam Industries. The aim was to identify factors that lead to lower levels of employee engagement at the company, selected one most important factor (turnover intentions), and identified a number of solutions to enhance overall employee engagement at the tactical level. Relevant literature was comprehensively analyzed and data were collected from a sample of 44 employees. The data was analyzed using SPSS. The results established a significantly strong negative relation between turnover intentions and employee engagement suggesting that higher turnover intentions are related to lower levels of employee engagement in the textile industry. A number of solutions are suggested to address high turnover intentions and enhance overall employee engagement including providing clear communication and job security, opportunities for career growth and development, recognizing and rewarding performance, involving employees in decision-making, improving work-life balance, and promoting a positive work environment in the company. Recommendations for future research have also been discussed in the end.

Keywords: Turnover Intentions, Employee Engagement, Textile Sector of Pakistan, Shahkam Industries

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1. Introduction

Textile Sector of Pakistan

The textile industry is believed to be the mainstay of the economy. The textile trade signifies 4.62% of the entire world trade. Still, the exports in the textile and apparel sector are expanding product diversification as well as market competitiveness, supporting local along with international markets. The textile industry is the backbone of the economy of Pakistan. This industry has flourished and developed due to the role that Pakistan played by being a leading producer of cotton around the globe. Moreover, this industry has risen as the only biggest manufacturing sector in the country. More than 38% of people are employed in this sector according to the All-Pakistan Textile Mills Association (APTMA). Textile machinery worth more than 5 billion US dollars has been imported over the period of the last few years in Pakistan. Mostly, the textile industry is owned by the private sector in Pakistan (Sattar & Majeed, 2022).

The textile sector plays a significant role in the overall economy of the country, hence losing this principal industry can't be afforded by the country as it contributes 67% towards the total export earnings of the country, accounts for 46% of manufacturing earnings, and if its export capacity is used fully, it has the potential of producing exports of 26-30 billion dollars per year as reported by the Punjab Board of Investment and Trade (PBIT).

Role of Government in the Textile Sector

The government is also concerned about the country's textile sector so it keeps on launching new policies to favor the growth of the textile sector. After putting in deliberate efforts and critically analyzing the challenges the textile industry went through in the wake of COVID-19, the Textile and Apparel Policy (2020-25) was formulated. This policy is focused on addressing and resolving the problems faced by the textile business via practical interventions and increasing the overall textile export share of Pakistan in the international markets. It is intended to be accomplished by increasing the production capacity of cotton, introducing an increased number and variety of value-added products, pursuing non-traditional and niche markets, following regulation standards, enhancing productivity, decreasing wastages, focusing on research and

development for the latest value-addition approaches, evolving technologies, and more significantly fostering a knowledge-based economy to drive the textile industry to become more developing and upgrading.

Several subsectors in the textile sector in Pakistan are Spinning, Weaving, Processing, and Stitching (Iqbal, 2019). Many textile organizations are vertically integrated such as operating units of all or mixture of two or more two subsectors of textile. The main representative association of the textile industry in Pakistan is the APTMA, occupying a total of 396 member textile mills, 315 are spinning units, 37 are composite units and 44 are weaving units. The main cities depicting textile mills include Lahore, Faisalabad, and Karachi.

The economic significance of the textile industry in Pakistan is unquestionable. The textile sector provides approximately 60% of the overall export earnings according to APTMA. While the major export earnings of the country come from textile products, still its share is considerably low in international textile exports. According to APTMA, the textiles and garment sector of Pakistan take up an important position in the overall economy by comprising highly intensive backward as well as forward linkages in the country. The linking of agriculture by the industry to the exports is a unique distinction of this sector. The textile and garment sector of Pakistan incorporates a distinctive and self-sufficient value-added chain of production that is established by its own resources.

Pakistan is the 5th largest producing country of cotton, yet this competitive advantage may be unable to transform the country to become a major international exporter of textiles and clothing in the market. According to APTMA, the textile policy proposes to make the most of the home-grown cotton amplified by Manmade fibers/ filaments fully to enhance the premium exports and turn out to be one of the main players in the global textiles as well as the supply chain of apparel.

Current Status of Textile Industry
The textile and clothing industry of Pakistan has progressed in recent years. This progress can be witnessed in the development at the economic level of the country as well as the international trade of the industry (Kanat, 2018). Hence it is one of the top exporters of

the textile world. The abundance of raw material resources, inexpensive and abundant labor workforce, and special trade agreements with the European Union and the USA have highly played their role in the fast growth of this sector. The main crop of Pakistan is cotton and the textile sector solely depends upon it. The textile sector thus moved to industrialization to get benefited from the abundant cotton resources (Kanat, 2018).

The key success factors include low costs of labor, cotton production, support from the Government, and increasing rates of value-added products (Ali et al., 2020). There are also some issues being faced by this sector and one of the major challenges is hefty taxation as well as misuse of power by tax officials. According to the National Assembly talks about challenges of the Textile Industry-Pakistan (2017), there are many opportunities as well. These include developing a base for an interruptible supply of gas to the industry with nominal levies, limiting the expenses of doing trade, eliminating issues occurring in the sales of textiles, releasing unpaid amounts due to the traders, and improving the total revenue of the sector.

In Pakistan, the present status of this sector is a combination of strengths as well as weaknesses (Ali, 2023). On the brighter note, this industry has seen stable progress over the time period of past few years along with an increase in exports and production. As per the Pakistan Bureau of Statistics, the exports in the textile sector increased by 7.79% in the first half of FY2021-22 as it was in the last fiscal year around the same period. It means that in spite of global recession caused by COVID-19, the textile industry didn't decline. Cotton fabric, cotton yarn, and ready-made garments are included in the major products of textiles in the export category. Still, this sector faces numerous challenges which impede its progress and competitiveness. The cost of energy is one of the major challenges that causes production to be more costly and decreases profitability. The use of out-of-date technology and old machinery is another issue in this sector that caps efficiency and productivity. Such outdated machinery requires regular maintenance ultimately leading to higher repair costs. Infrastructure is another challenge that is faced by the textile industry, for example, insufficient transportation networks, ineffective ports, and scarcity of warehouse facilities. Additionally, the industry faces the issue of a shortage of skilled labor along with workforce training which limits the ability of the

sector to adopt new practices and technologies. The government has started various measures and policies to address these challenges to support the textile sector (Ali, 2023). These measures include improving energy infrastructure, providing subsidies and incentives to the manufacturers, and promoting foreign investment in the country.

Shahkam Industries

Shahkam Industries is a famous well-known unit in the textile and garment sector of Pakistan. its inception roots back to 1992 when it started as a family-owned business; a knitwear unit. At that time, it had only 200 employees and possessed the capacity of 2000 garments production per day. The business owners as along with management have played an important role in the operational and functional activities of the company. Heavy investments were made to expand the business over the period of years. Such as, yarn dyeing was added in operations in 1996, strippers were installed in 1998, the stitching section was expanded in 2002, Finishing was also expanded in 2006 by addition of new strippers, flat knitting and solid knitting machines. New stitching lines, LPG plant and a dyeing machine was added in 2011. Printing and embroidery sections were introduced for the first time in 2012. A solid fuel boiler was also installed in the same year. With this stable gradual progress, Shahkam became one of the biggest knitwear facilities of Pakistan by 2015. Its capacity expanded to 84,000 dozen per month. The administration as well as production departments are located at the same place inside four walls of the factory area.

At this moment, Shahkam is an export industry with a total workforce of 5000 and 45000-60000 daily production. It has 9 divisions with more than 35 departments. The company's product line involves custom-made knitwear garments on order for clients. The company currently operates in the US, Europe, and the Local market. As the company deals with several international brands such as ZARA, SPRINGFIELD, Bershka, SEARS, FOOR LOCKER, MATALAN, PULL&BEAR, Meijer, celio, URBAN OUTFITTERS, ZIPPY, RIVER ISLAND, C&A along with many other, it also deals within the local market with only one client named, ONE: Be One Shop One. One is the sister company of Shahkam but is treated as a client. It is considered as one of the largest brands in the fashion retail of Pakistan and its headquarters are located in Lahore. It has

40 retail stores nationwide. The products include high-end fashion clothing pieces and accessories. The designs offered are contemporary that fulfill the essential fashion needs of the people. The products are high quality and liked by the customers.

The company's Human Resources (HR) department is very well established. It is headed by General Manager HR: Khurram Khan. It has 4 sub-departments within it that are HR Operations, Industry Relations, Compliance, and Organizational Development (OD). Employees are provided with numerous benefits. HR audits are conducted now and then. Various activities are carried out to engage employees including arranging tournaments, dinners, etc. Moreover, the company has launched its Management Trainee Officer (MTO) programs to attract and retain top talent but still faces issues with overall employee engagement.

HR practices include staff recruitment, selection methods, market-oriented training, appraisals, performance improvement, social security, and designed strategic needs (Macey and Schneider, 2008; Tessema and Soeters, 2006). Employee engagement is described as the extent of employees' attachment (cognitive and emotional) to their work and organization. The term employee engagement was first theorized as the "harnessing of organizational members' selves to their work roles" (Khan, 1990). Three antecedents of employee engagement were recognized by Kahn; psychological meaningfulness, psychological safety, and psychological availability. The psychological meaningfulness was measured by work-role fit, job enrichment, and relations with colleagues. Psychological safety was measured by co-workers' norms, relations with the supervisors, and co-workers. Psychological availability was measured by resources, outside activities, and work-role security. Whereas work engagement is considered a business management construct and can be stated as the positive, fulfilling, work-related state of mind which is described by vigor, dedication, and absorption (Schaufeli, et al. 2002, p. 74). Vigor indicates mental resilience and a higher level of energy at work even at times when an individual faces difficulty. Dedication indicates the challenge, enthusiasm, pride, involvement, and inspiration related to work. Absorption indicates the focus of an individual along with being happily occupied at the workplace. It is also defined as an

amplified connection between staff and their work, company, and colleagues (Saks, 2006).

Engagement is an important construct and is considered to be linked with the overall well-being and performance of the employees. As per the Gallup State of the Global Workplace (2022) survey, it was reported that the engagement in employees was rising before the pandemic but now the progress is hindered. Covid-19 has halted the overall improvement in workers' engagement. This concerns for global economic drive. According to the Gallup report, low levels of engagement costs $7.8 trillion to the global economy and matters for 11% of GDP at the global level. A total of 112,312 business organizations were analyzed in 96 countries around the globe and the analysis revealed that there exists a significant relationship between engagement and various performance variables such as safety, productivity, retention, and profitability. Moreover, the report shows that the percentage of employees that are engaged in Pakistan is 15% only. it seems that this issue of engagement that is faced globally impacting the overall economy needs to be addressed with serious consideration. There might be various explanations for low levels of engagement rates. Such as it can be a lack of considerable assessment by the organizations about the problem of work engagement, not paying enough attention to the variables that help in achieving engagement in employees, absence of strategies for engaging workers, lack of psychological affiliation, and intellectual concern on the variables that assist in increasing the performance as well as behaviors of employees to achieve job engagement.

2. Literature Review

Employee Engagement

As per the existing literature, Employee engagement has been defined in various approaches but there is still not one agreed-upon standard definition of this concept although research indicates that employee engagement is a multifaced idea (Kahn, 1990). Numerous researchers (Kahn, 1990; Saks, 2006; Bakker, 2011; Garg and Dhar, 2017; Gupta and Sharma, 2018) have investigated distinct features of employee engagement. For example, Schaufeli et al. (2009) researched job-demand resourced model by creating a association between employee engagement and burnout. The results showed that the resources such as social support along with feedback improve the level of engagement and demands such as time, stress and task variety reduce engagement levels. Consistent with this research, Cole et al. (2012) also verified it that the employees can experience high levels of employee engagement if the received resources by them are more as compared to the demands.

In another study, the researchers Christian et al. (2011) emphasized that learning opportunities, social support, autonomy, performance feedback, and task variety are contextual predictors of employee engagement. Law et al. (2011) discovered that support provided by the supervisor is a key indicator of employee engagement. Bakker et al. (2012) explored that the level of engagement is based upon the personality and perceptions of an individual. Another research explored the effectiveness of employees by using engagement and attitudes towards the job. It was found that employee engagement can be theorized by job attitudes that enhance overall performance of the employees. So, the performance of engaged employees is fine and they foster constructive relations with colleagues as well as supervisors (Mackay et al., 2017).

In the early 20s, more researchers started to explore the background and effects of employee engagement. Such as Saks in 2006 discovered a difference between 2 types of employee engagement that are argued to be related but different concepts; named job engagement and organization engagement. Moreover, he explored that the relation between job and organization commitment along with their antecedents and consequences varied in various ways, recommending that the psychological situation

leading towards job and organization engagement and their consequences are not similar. This research added insight into the literature by being the very original research to differentiate in job and organization engagement as well as to assess their numerous antecedents and consequences as previous studies focused only on engagement at the individual level.

Ali et al. (2019) investigated the impact of internal factors (internal communication, recognition, reward, and work-life balance) on employee engagement that ultimately enhances employees' performance in the textile sector. They found that work-life balance is not associated with employee engagement in the textile sector but internal communication, recognition, and reward are strongly linked to employee engagement. Moreover, it was also indicated that employee engagement is important for achieving overall organization as well as individual goals. Usually, employees are drawn to their work by the use of a formal system of internal communication within the textile sector and are driven by various reward schemes to attain their specified targets.

The findings confirmed the relation among work engagement and job design by the mediating role of meaningful work. The results assert that the construct job design fosters the positive core self-evaluations that ultimately improve the goal orientation of employees directing towards high engagement levels. This research outlines the significance of meaningful work along with its value for working professionals. It can be established that when employees feel that the work they are doing is of some value and highly serves important objectives of organization then they more actively engaged.

The recent focus of research has shifted more to exploring the notion of work engagement specifically and numerous researchers are analyzing this construct. For example, Juyumaya (2022) studied the role of work engagement in the correlation between psychological empowerment and task performance in the textile sector. The findings showed that psychological empowerment enhances work engagement, ultimately leading to employees' high-task performance. Many factors have an effect on the overall employees' work engagement as Silitonga et al. (2020) investigated the influence of human resource practices on the work engagement of bank employees (service sector) with mediating role of job demand. They discovered that there exists a negative non-

significant correlation among work engagement and workload. Moreover, the bank employees didn't experience troubles and time pressures while doing their job and work responsibilities. Yet, the workers possess the abiltiy to view their work as regular practice as no more extra struggle is needed in their work, and they prefer the opportunities for career development that are provided by the banks.

Another study attempted to examine the influence of organizational culture on the engagement and performance of employees. Samanata (2021) identified and determined the strong link between organizational culture, performance and employee engagement by using the literature review method of research. He claimed that the effectiveness and engagement of employees can turn out to be outstanding parameters to measure the overall health of an organization regarding commitment, retention, productivity, innovation, and satisfaction. It was further concluded that the top management and owners of an organization are usually inclined to have a great impact on creating the organizational culture, and this culture plays an important part in engaging employees along with improving their performance.

3. Problem identification

A family-owned textile company; Shahkam Industries has been in business in Pakistan for several decades, hiring and retaining thousands of employees in diverse roles, varying across all levels of management. Various indicators propose that the organization is encountering a challenge of low employee engagement levels that can potentially impact and undermine the growth and performance of the company.

During my internship, the consistent pattern of employee complaints was noticed about the organization's culture, slow growth, lesser career opportunities, office politics, information hiding, job insecurity, long working hours, strict management, and plans of quitting jobs during my interactions with them. The stated variables are categorized as the main contributors toward the overall dissatisfaction and diminishing morale of employees thus pointing to a clear engagement lack.

This can be supported by the job demands-resources model which discusses the motivational and strain processes of employees. It argues that features of the working environment of any organization can be categorized into 2 categories, named as job demands and resources. Job demands are physical, social, psychological, and organizational parts of the job that necessitate continued psychological and physical efforts so linked with certain psychological or physiological costs (Demerouti et al., 2001). Such as role overload, poor working conditions, high work pressure, and reorganization issues. Whereas job resources are the psychological, physical, social, and organizational parts of the job that help in achieving goals, lessen the job demands and linked costs (physiological or psychological), and accelerate personal development and growth. This model analyzes the impact of the organizational environment on the performance and well-being of employees (Bakker & Demerouti, 2017). It means that the employees will be more engaged with their work when the organization provides job resources.

The problems identified are.

1. Long working hours and higher workload
2. Job satisfaction is low

3. Turnover Intentions

4. Organizational Culture

Employee engagement is a state where an employee possesses attitudinal as well as behavioral elements of passion, dedication, enthusiasm, and flourishes to achieve organizational objectives with commitment and focus (Macy and Schneider, 2008). Employee engagement is dependent on various variables for portraying positive organizational performance. Engaged employees are not only related to the company under this umbrella but the factor of enthusiasm and emotions keep intact the employer-employee relationship (Markos and Sridevi, 2010). Engaged employees contribute towards the success of any organization, and the effect of employee engagement has always been noteworthy on the performance of employees. The significant determinants of employee engagement are workload, job satisfaction, organizational culture, and turnover intentions (AMOO & ADAM, 2022; Prentice, 2022, Liu et al., 2022, Jones & Harter, 2005). Sufficient literature backs the argument that organizations gain a competitive advantage through employee engagement in terms of mounted productivity, decreased turnover ratios, and increased financial returns (Schneider et al., 2009). According to Kaur and Randhawa (2020) and Blanch and Aluja (2009), employee engagement is considered an employee's positive state of motivation in which enthusiasm and vigor promote organizational growth and assist in mopping turnover intentions of employees. This study aims to identify strategies for resolving the issue of employee engagement by taking turnover intentions as the main predictor.

Several frameworks and models have been studied to pan out predictors and outcomes of employee engagement. Moreover, various researches have also investigated the impact of the mediation of employee engagement on various variables. For example, A study was conducted to investigate the role of employee engagement as a mediator in predicting the association between flexible work arrangements and turnover intentions of employees of service sector in Serbia (Gašić, 2023). The results showed that employee engagement indirectly impacts the relationship between flexible work arrangements and turnover intentions. The existence of partial mediation was discovered showing that when

employees are provided with flexible work arrangements, their intentions to leave reduce when they're more engaged at work.

Another study was conducted in which work engagement was taken as a mediator variable in order to investigate the impact of job and personal resources on turnover intentions of employees (Shahpouri et al., 2016). The findings confirmed the mediation work engagement in predicting turnover intentions by personal resources.

3.1 Workload

Employee engagement is important to business growth and success (Nassani & Althunayyan, 2022). Evidence from the literature review outlines various antecedents that put a strain on employee engagement levels. The workload is defined as the job situations that demand an individual to exert higher mental and physical efforts ultimately leading to getting tired and strained (Ahmed et al., 2017). Literature shows that workload is negatively and considerably related to employee engagement as well as the higher the workload, the lower the engagement (Wright, 2009; Caponetti, 2012). Sawang (2012) also claimed that workload negatively influences employee engagement. Such as those people who are exposed to excessive work tasks will burn out and also get disengaged from their work.

3.2 Job Satisfaction

Job satisfaction is the attitude of employees towards work from different sides such as how much employees enjoy or not doing their jobs (Spector, 1997). It has various features for example nature of the job, working conditions, reward, promotion, career development, and security. It is argued that these features of job satisfaction demonstrated a huge influence and relation with employee engagement (Yalabik et al., 2018). They further discussed that satisfied employees are more likely to engage with their work.

3.3 Organizational Culture

Organizational culture is the center of focus of management practice and research (academic) in organizational theory (Alvesson, 2012). A direct and suggestive positive effect of culture of the organization on employee performance and employee engagement was discovered (Hasan et al., 2020). Organizational culture also poses a strong positive indirect impact on the performance of employees through employee engagement.

3.4 Turnover Intentions

Turnover intention is a concept for comprehending turnover long before the employees leave or actually quit organizations (Harhara et al, 2015). Bothma & Roodt (2013) conceptualized turnover intention as an employee's mental decision prevalent with the reference to leaving or continuing to work. According to Cho & Lewis (2012), turnover intention is a suitable proxy for turnover behavior. Evidence from the literature review outlines various antecedents that put a strain on employee engagement levels and turnover intention is one of them. The relation among the intention to leave and the real behavior to leave has been confirmed (Dalton et al., 1999). However, Jung (2010) reported that employees who state their intention to leave their jobs might happen not to do so. Engaged employees usually feel happy, joyous, and excited at their work. According to Jones & Harter (2005), turnover intentions are negatively correlated to work engagement as employees with higher turnover intentions will have lower engagement levels and vice versa.

Empirical researches demonstrate that there exists a correlation between turnover intention and actual behavior of turnover (Schaufeli et al., 2017, Fox and Fallon, 2003; Samad, 2006; Harhara et al., 2015;). A study was conducted on IT sector employees to establish the impact on voluntary turnover intentions. The findings displayed a significant negative correlation among employee engagement on the turnover intention of employees (MM, 2021). Further, it has been explored that those employees who are highly engaged usually have low turnover intentions towards their organization as they find it hard to detach themselves from a place where they have invested efforts and have obtained positive experiences. This dual mechanism keeps an employee to stay and not finding opportunities in further organizations (De Lange et al., 2008).

Various researches have been carried out to explore the relationship among employee engagement and turnover intention. A study was carried out to predict turnover intention by employee engagement and demographic variables by Kanengoni and Bobat (2014) in an Information and Communication Technology (ICT) company in South Africa. The findings indicate that there is a practical as well as statically medium negative correlation between employee engagement level and turnover intention. It indicates that employees with higher engagement levels will have lower turnover intentions. The results also

explain that with challenging as well as meaningful tasks along with a peaceful working environment, the level of employee engagement tends to increase thus lowering the turnover intentions. Another study was performed in a Belgian public organization (services sector) to confirm the link among turnover intentions of employees and work engagement (Caesens et al., 2016). The results indicated that the turnover intention of employees is negatively linked with work engagement, the higher the turnover intention the lower the work engagement, and the lower the turnover intentions the higher the work engagement of employees.

In another study, Lim (2022) explored the link among employee engagement and satisfaction with the turnover intention of employees. The participants were 61 working adults from various industries that are primary, secondary, and tertiary industries in Malaysia. The results found a negative impact on the correlation between engagement levels of employees and employee satisfaction towards their turnover intention. Sandhya & Sulphey (2019) researched discovering the link between the dedication factor of employee engagement with turnover intention. This study was carried out in the Information Technology (IT) sector of India involving data collected by 384 professionals. The results concluded that the dedication factor of employee engagement is a significant negative predictor of employee turnover intentions.

Numerous studies have been carried out in Pakistan as well across various industries to explore the nature of the relationship between turnover intentions and employee engagement. For example, Humayun et al., (2022) explored turnover intentions in faculty members (Ph.D.) of Higher education institutions (HEIs) in Pakistan. The findings of the study revealed that employee engagement has a significant negative impact on faculty members' turnover intentions. This finding is also supported by Ahmad et al., (2021) who explored the correlation between employee engagement and turnover intention along with the moderating role of psychological empowerment in the private sector higher education institutions of Peshawar and concluded the subsistence of significant correlation of employee engagement with turnover intention along with confirmation of psychological empowerment's moderation.

Similarly, Rafiq et al., (2019) researched to investigate the impact of employee work engagement on turnover intention in a private organization in the media sector of Pakistan. A sample of 418 employees was obtained in the study. The hierarchal aggression analysis shows that the work engagement of employees is negatively related with turnover intention. Nadeem et al., (2019) determined the relation between employee engagement and turnover intentions in the banking sector of Pakistan. The data was obtained from 300 participants working in various banks in Lahore. The findings supported the negative correlation between the variables.

The service sector of Pakistan has extensively explored the turnover intention of employees. The influence of job resources on the work engagement of employees and turnover intentions of the hospitality industry was examined (Naveed et al., 2022). A total of 408 hotel employees participated in the study. The results demonstrated that work engagement is positively influenced by job resources. Moreover, work engagement influences the turnover intentions of employees negatively. Another study attempted to identify and analyze the factors affecting the turnover intentions of employees working in the Information Technology (IT) sector of Pakistan (Farooq et al., 2022). A total of 250 participants working in the software industry participated. The analysis identified several factors affecting turnover intentions such as HR practices, job security, organizational as well as personal demographics; and employee engagement is one of them.

Few pieces of research have been conducted in the manufacturing sector of Pakistan regarding turnover intentions. For example, Amin et al., (2021) carried out a study to analyze the impact of job embeddedness and organizational justice on the turnover intentions of the employees working in the Textile sector of Pakistan with mediating role-work engagement. The results depicted statistically significant relationships between the variables. Work engagement was revealed to partially mediate the relationship among organizational justice, job embeddedness, and turnover intentions.

Low levels of employee engagement are a significant issue that needs to be dealt with urgently, as they have the potential to exert a cascade effect on overall employee retention and organizational productivity. Those employees who are not engaged, are found to be less productive, loyal, and committed toward the organization along with higher chances

of leaving their company for better career opportunities. So, these apprehensions must be addressed with consideration to provide a conducive working environment to foster engagement in employees, if not then it can lead to skilled employee drain, a negative toll on the reputation of the company, and a decrease in overall performance.

Several problems have been identified leading to low employee engagement; this project aims at mapping out effective strategies specifically for the highlighted issue of turnover intentions to enhance the overall employee engagement levels in the company.

4. Research Methods & Methodology

Methodology

Participants and Procedure

Data was collected from a total of 44 employees workingin the company at the tactical level whose ages were between 24-36, both males and females currently working with the organization for at least 6 months. Minimum of 6 months experience was a pre-condition. The participants belonged to various departments such as audit, finance, human resources, IT support, imports/exports, quality, marketing, supply chain and procurement. The designation of the respondents included officer, senior executive, assistant manager, deputy manager, and manager. Responses were obtained by using pencil-paper mode. For obtaining genuine responses, the participants were ensured of their confidentiality and were given the right to withdraw from participating in the research at any moment they like.

Measures

For capturing the responses, well-established, valid, and reliable scales were used in this study.

Employee Engagement

For measuring the variable employee engagement, the Utrecht Work Engagement Scale (UWES-17), developed by Schaufeli et al. (2002) was used. It is a 17-item questionnaire, has 3 subscales, and uses a 7-point Likert scale type (Never = 0 to Everyday = 6). Work engagement is described "as a positive, fulfilling, work-related state of mind that is characterized by vigor (high levels of energy and mental resilience while working), dedication (a sense of significance, enthusiasm, inspiration, pride, and challenge), and absorption (being fully concentrated and deeply engrossed in one's work, whereby time passes quickly)" (Schaufeli et al., 2002). The scale UWES-17 includes 6 items for measuring vigor (e.g., "At my work, I feel bursting with energy"), 5 items for measuring dedication (e.g., "To me, my job is challenging"), and 6 items for measuring absorption (e.g., "I feel happy when I am working intensely"). The 3 dimensions of work engagement were combined together to construct this overall scale. Higher scores on all

dimensions/subscales represent higher engagement. The Cronbach alpha of this measure is 0.883.

Turnover Intentions

Turnover Intentions (an employee's intention to leave or quit an organization) were measured by the Turnover Intention scale (TIS-6) which is a 6-item scale adapted from TIS-15 that was originally developed by Roodt (2004). To enhance the recorded responses' reliability, the intention behavior must be assessed within a rational tenure after a position is accepted in a company. As per the suggestions from the literature (Muliawan et al., 2009), this study used a minimum of 6-month tenure timeframe. The TIS-6 includes various items for example, "I occasionally think about leaving this organization" and "I intend to ask people about new job opportunities". The Cronbach alpha of this measure is 0.88.

5. Analysis & Results

Analysis

The data was carefully analyzed using the SPSS-26 software. The frequencies for the demographic variables were calculated. The descriptive statistics were computed for both variables. The Bivariate correlations were computed to find out either the variables are related with each other or not. Regression (linear) was also carried out to find out the strength of the relationship between the both independent and dependent variables.

Results

Demographical Profile of Respondents

Table 1 shows the demographic descriptions of the participants. The age of respondents was categorized and mostly respondents were aged between 26-34 (i.e., 84.1%). In case of gender, Male respondents were more in number as compared to the female respondents i.e., Males were 70.5% whereas females were 29.5%. Experience was also recorded and measured in 3 categories. Mostly respondents belonged to the 1-2 years job tenure category. As the designation of respondents is concerned, most participants were senior executives and assistant managers. Data was obtained from different departments which includes audit, finance, HR, imports/exports, IT support, marketing, supply chain, procurement and quality.

Table # 1: Demographic Profiles of Respondents (n=44)

Variables	Category	Frequency (*f*)	Percentage (%)
Age (years)	18-25	6	13.6
	26-34	37	84.1
	35 and above	1	2.3
Gender	Male	31	70.5
	Female	13	29.5
Experience	1 - 2 years	27	61.4
	3 - 4 years	14	31.8
	5 and above	3	6.8
Designation	Officer	1	2.3
	Senior Executive	23	52.3
	Assistant Manager	14	31.8

	Deputy Manager	2	4.5
	Manager	4	9.1
Department	Audit	6	13.6
	Finance	5	11.4
	HR	6	13.6
	Imports/Exports	5	11.4
	IT Support	5	11.4
	Marketing	8	18.2
	Procurement	1	2.3
	Quality	1	2.3
	Supply Chain	7	15.9

Descriptive Analysis

The table 2 represent the descriptive statistics of both independent and dependent variables (i.e., employee engagement - EE and turnover intentions - TI) used in the study. Furthermore, it also shows the Employee Engagement construct subscales: vigor, dedication, and absorption. The minimum value for TI is 18.00 while the maximum is 36.00 whereas the mean is 31.54 which is relatively towards the higher end showing that the concept of turnover intentions in the company is high. The minimum value for EE is 24.00 and the maximum value is 77.00 while the mean for the EE construct is 40.81 which is towards the lower side showing that to the very extent, there is a concept of low employee engagement prevailing in the company. The mean for the subscales of EE i.e., vigor, absorption, and dedication are 14.34, 14.75, and 11.72 respectively showing that these concepts are low in the employees working at the company.

Table # 2: Descriptive Statistics of the Measures

	N	Minimum	Maximum	Mean	Std. Deviation
VIGOR	44	6.00	28.00	14.3409	5.17122
ABSORPTION	44	8.00	30.00	14.7500	5.03534
DEDICATION	44	5.00	29.00	11.7273	5.66246
EE	44	24.00	77.00	40.8182	14.26538
TI	44	18.00	36.00	31.5455	5.03224
Valid N (listwise)	44				

Correlation Analysis

Table 3 represents the correlation between the variables based on Pearson statistics. The correlation coefficient ® value between turnover intention and employee engagement is -0.88 which shows a very strong negative correlation between EE and TI. The p-value is 0.00 which is <0.01 meaning that the correlation is statistically significant. So, we can say that the increase in the TI will decrease the levels of EE in the employees.

Table # 3: Correlation Analysis

		TI	EE
TI	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	44	
EE	Pearson Correlation	-.884[**]	1
	Sig. (2-tailed)	.000	
	N	44	44

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

Regression Analysis

The linear regression analysis was carried out to find out the strength and significance of the relation between EE and TI. Table 4 ANOVA findings show that the p-value is .000 which is smaller than 0.05 hence it can be asserted that there is a statistically significant relation among the independent variable i.e., TI, and the dependent variable i.e., EE.

Table # 4: ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	6837.537	1	6837.537	150.118	.000[b]
	Residual	1913.008	42	45.548		
	Total	8750.545	43			

a. Dependent Variable: EE

b. Predictors: (Constant), TI

Table 5 shows the coefficient results. The beta value is -0.884 which shows that the one-unit change in the independent variable (EE) will cause a 0.884 change in the dependent variable which is very high. The beta value is negative, meaning there is a negative

relation between EE and TI. We can also say that an increase in one unit in TI will cause a decrease in EE by 0.884 units.

Table # 5: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	119.866	6.531		18.352	.000
	TI	-2.506	.205	-.884	-12.252	.000

a. Dependent Variable: EE

6. Solutions

There are many factors that impact employee engagement and turnover intentions is one of them as supported by the results. Employee engagement is highly impacted by the turnover intentions of employees as evident from the results obtained in this study. It means that if employees have the intent to leave an organization, their engagement levels will hugely decrease and they'll be less dedicated and involved with the work they are doing. This ultimately leads to a high employee turnover and lower performance of the company. On the basis of these findings, to address the turnover intentions in the company to improve the overall engagement levels of employees a number of solutions are suggested which include offering clear communication and job security, opportunities for career growth and development, recognizing and rewarding performance, involving employees in decision making, improving work-life balance, and promoting a positive work environment in the company.

1. Recently, Shahkam has right-sized 600 employees in their labor section. The employees at the tactical level are also facing uncertainty regarding their jobs so they actively started to look for employers who provide better and certain job opportunities. Their intent to leave lowers their engagement with work. Shahkam should take its employees into confidence and provide a clear communication regarding the financial stability of the company so that uncertainty is reduced. If downsizing becomes a necessity, then the management should come up with transparent layoff plans to mitigate the effects of downsizing ultimately tackling turnover.

2. More opportunities for career growth and development should be provided. Shahkam should introduce development programs and training workshops to their employees which will help them to learn new skill sets and foster career advancement. Such kind of programs will increase the employees' overall sense of purpose and engagement with their work.

3. The performance of employees should be recognized and rewarded. It is not compulsory to provide monetary rewards but non-monetary recognition and reward programs can also be useful. Shahkam provides bonuses and incentives but lacks non-monetary rewards. The management should introduce verbal

recognition where hard-working employees are appreciated. This will instill pride in that performer and motivation in other employees to cross that benchmark by performing better. Shahkam should also provide certificates to the employees of the month or quarter to engage their employees and reduce their intent to leave.

4. If employees are involved in the decision-making process, then they feel more important and included. Management at Shahkam should involve their employees in making decisions by taking their opinions into account to make them feel part of the company. This will instill a feeling of responsibility as their role is being played in the overall performance of the company and then employees will be more likely to stay in their current company.

5. As the working hours and workload at Shahkam are huge, the work-life balance aspect of an employee's life is completely ignored. The work timings are strict. The management should introduce flexible working hours and remote working options for its employees. The employees should be encouraged to take regular breaks from work. Supporting the work-life balance will reduce intent to leave and engage employees more with their work as well as their organization.

6. Nurturing a positive environment at the workplace creates collaboration and harmony between employees. Instead of dirty politics at work, the management at Shahkam may provide an inclusive and positive work environment by encouraging teamwork and support for its employees. A culture of mutual respect, trust, fair practices, and collaboration should be promoted to assist employees with their concerns.

7. Conclusion

This project has discussed the number of determinants affecting employee engagement construct specifically turnover intentions of employees along with potential solutions for addressing turnover intentions in order to increase employee engagement at Shahkam Industries (Pvt.) Limited. The findings of this study show that there is a strong negative significant correlation between turnover intention and employee engagement, suggesting that when employees have a high intent to leave their current company, their engagement automatically decreases with their work. To address this concern and increase employee engagement, several solutions to reduce turnover intention have been proposed which include providing clear communication and job security, opportunities for career growth and development, recognizing and rewarding performance, involving employees in decision-making, improving work-life balance, and promoting a positive work environment in the company. The implementation of these solutions can play an important role in promoting such a work environment that values as well as supports employees, address their turnover intentions, and enhances overall employee engagement. This can ultimately lead to an engaged, committed, and stable workforce ensuring higher productivity and long-term success.

8. Recommendations

This study has examined the literature as well as actual practice in Shahkam; textile industry. Still, there are limitations for which the following are some recommendations.

1. This study has explored only one determinant of employee engagement which is turnover intentions, further studies should discuss other determinants as well to increase the existing body of knowledge and contribute to overall success.
2. This study has assessed the turnover intentions of the tactical level employees only. Future studies are recommended to explore the same phenomena at the top-management level employees as well.
3. The sample size was adequate but if more respondents had participated in the study, then a more accurate picture of the phenomena could have been obtained.
4. The data were obtained from different departments. The nature and amount of job responsibilities differ from department to department. So, solutions should be implemented carefully as per the requirements of each department.
5. This is a business project with submission of the 6-month time period that poses a time constraint. Future studies are recommended to carefully analyze time constraints into consideration.
6. The findings of the study are only relevant to employees working at Shahkam Industries and are recommended to not be generalized to other industries of the same sector as well as other sectors.

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QUESTIONNAIRE

Part-A: Demographic Information

Name (*Optional*): _____

Gender:

1. Male	
2. Female	

Age:

1. 18 – 25 years	
2. 26 – 34 years	
3. 35 and above	

Designation:

1. Officer	
2. Senior Executive	
3. Assistant Manager	
4. Deputy Manager	
5. Manager	

Experience:

1. 1 - 2 years	
2. 3 – 4 years	
3. 5 and above	

Department:

1. Audit	
2. Finance	
3. HR	
4. Imports / Exports	
5. IT Support	
6. Marketing	
7. Quality	
8. Procurement	
9. Supply Chain	

Part-B

Instructions:

The following 17 statements are about how you feel at work. Please read each statement carefully and decide if you ever feel this way about your job. If you have never had this feeling, cross the '0' (zero) in the space after the statement. If you have had this feeling, indicate how often you feel it by crossing the number (from 1 to 6) that best describes how frequently you feel that way.

	Almost Never	Rarely	Sometimes	Often	Very Often	Always
0	1	2	3	4	5	6
Never	A few times a year on less	Once a month or less	A few times a month	Once a week	A few times a week	Everyday

1. _____ At my work, I feel bursting with energy

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

3. _____ Time flies when I'm working

4. _____ At my job, I feel strong and vigorous

5. _____ I am enthusiastic about my job

6. _____ When I am working, I forget everything else around me

7. _____ My job inspires me

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

9. _____ I feel happy when I am working intensely

10. _____ I am proud on the work that I do

11. _____ I am immersed in my work

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

13. _____ To me, my job is challenging

14. _____ I get carried away when I'm working

15. _____ At my job, I am very resilient, mentally

16. _____ It is difficult to detach myself from my job

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

18. _____I intend to ask people about new job opportunities.

19. _____My current job is not addressing my important personal needs.
20. _____Very often are opportunities to achieve my most important goals at work jeopardized.
21. _____I intend to search for a position with another employer.
22. _____ I occasionally think about leaving this organization.
23. _____ Very often I think about becoming an entrepreneur.