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**Impact of Work Engagement on Work Attitude and Work Behaviour
- An Empirical Study in Future Lifestyle Fashion Limited**

Dr.J. Vijayadurai*
Mrs.S. Punitha**

Abstract

The study aims to identify the factors influencing the work engagement in Future Lifestyle Fashion Limited. An attempt has been made to measure the dimensions of employee engagement and variables related to work attitude, work behavior and work factors. The findings were analyzed using Structural Equation Modeling. Findings reveal that work engagement (absorption, vigor and dedication) factors support for the predicted effect of work attitude, work behavior and work outcome in the organization.

Key words: *Work Engagement, Work Attitude, Work Behavior*

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Introduction

The organized retail industry in India is yet in its nascent stages and the various influences and factors that are responsible for employee engagement in retailing can provide definite pointers to many retail organizations in working out their future human resource strategies for growth. The study is attempted with the broad objective of addressing the research problem of comprehending and analyzing the factors influencing employee engagement in a large organized retail firm in India so that many similar retailing organizations could benefit from this research from an employee engagement perspective and plan their future courses of action. For the purpose of analyzing the factors responsible for employee engagement in a retail firm, it has been decided to study employment engagement initiatives in Future Lifestyle Fashion Limited, which is a significant retail arm of Future Group in India.

The purpose is to study the engagement behaviour of front-end Band 1 level of employees who are the pivot of the retail business at FLFL(Future Lifestyle Fashion Limited). The more the front-end staff are engaged, the more may be the increased measure of business results for the organization. FLFL(Future Lifestyle Fashion Limited) has employee engagement initiatives and the researcher is interested to study and understand the effectiveness of each and how each initiative may result in increasing the degree of engagement of employees with the organization. As retail industry as a whole is very manpower intensive and majority of the employees are engaged in grass root front end level. The study on employee engagement will be useful to these growing and new retailing organizations to know, understand and implement the learning from the findings and suggestions of this study so that they do not have to repeat any mistakes or go through the process of learning once again. The study also provide the deeper insights into those strategic and managerial implications pertaining to charting the right course for devising the right employee engagement initiatives for the organization which may be learning for impacting employee engagement contributing in turn to the growth of the organized apparel retailers in India.

Review of Literature

Emmema, et al (2012) revealed that when opportunities from within the organization leading to advancement in their career were offered employees evinced better engagement with the organization. Work life balance and welfare of the family have emerged as influencing factors in

retention of employees leading to enhanced employee engagement. Carnegie (2013) identified five important variables impacting this satisfaction. They are employees' satisfaction with senior management, pride with the organization, strong ethics in the organization, values aligning with corporate philosophy and pride arising out of organization's contribution to the community. In this study, satisfaction with senior management again comes up as an important variable contributing to employee engagement. This emphasizes the critical role that senior management plays in employee engagement. The remaining four variables have a common thread - 'pride in the organization' and senior management can again play an important role through initiatives enhancing the image of the organization in the community. Mishra, et al (2013) found that in the banking sector there is proper work life balance and defined welfare facilities available to employees following their levels and cadres and hence employee wellbeing and loyalty have impacted employee engagement in the sector. Thakur (2014) revealed that the key dependent variable is the factor of positive working environment that leads to job satisfaction which again leads to increased employee engagement in organizations. Sonawane (2014) found that employees are an asset to retail malls and the need for self motivated and engaged employees is high. Malls seem to have challenges to retail intellectual capital and according to study this could be achieved through only employee engagement. The study confirms that energized and passionate people are engaged employees. And the study shows a positive relationship between energy and passion and employee engagement in malls in India. Goud et al, (2014) found that there is no significant association between gender and loyalty and no significant association between co-worker support and teamwork in the context of employee engagement. Iqbal, et al (2015) revealed that reward and organizational leadership have a positive effect resulting in a higher level of engagement of employees. The study has established that organizational commitment to reward employees motivates them to work harder within the organization resulting in increased employee engagement. Engagement of employees with their work improves the level of performance.

Objective of the Study:

To study the impact of work engagement on work attitude and work behavior in Future Lifestyle Fashion Limited

Methodology

The applied research design of the present study is purely descriptive in nature because of the following reasons namely it has its own confined objectives and also predetermined methodology. It is portraying the profile of respondents, various factors impacting employee engagement in FLFL, and analyse the suitable model for a retail organization to implement effective employee engagement practices. The total number of questionnaires distributed in the self-administered survey was 700 sets. Purposive sampling method is applied in this research for selecting the sample. The response rate on the questionnaire among the employees is only 78 per cent. Hence, these 547 employees had been taken as a sample for the present study. The present study is completely based on the primary data. The secondary data collected from the books, journals and magazines were used to write the conceptual framework of the study and also the review of literature. The primary data are collected with the help of structured questionnaire. The questionnaire had been prepared on the basis of the objectives of the study. The questionnaire includes various factors of employee engagement from a cross section of employees in the different brand organizations of FLFL.

Results and Discussions

Structural equation modeling was used to measure the direct and indirect effect of the dimensions of work engagement like absorption, vigor and dedication, work attitude, work behavior and work outcome on employee.

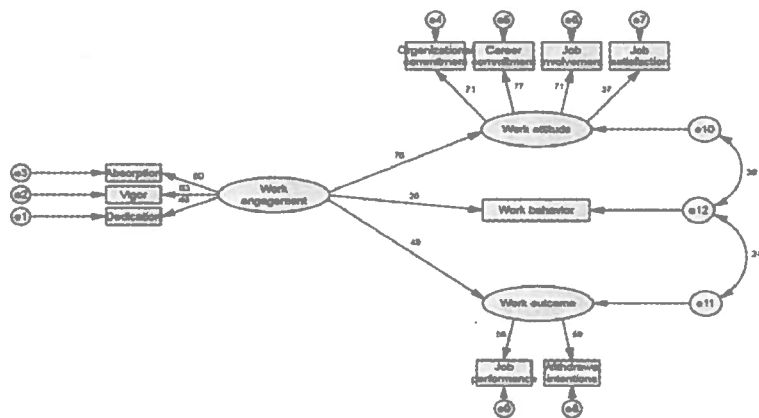


Fig. 1.1

Table: 1.1 Path estimates of structure model

| Path | <-- | S.E. | C.R. | P value |
|---------------|-----------------|-------|-------|---------|
| Work attitude | Work engagement | 0.123 | 9.252 | 0.000** |
| Work behavior | Work engagement | 0.100 | 5.804 | 0.000** |
| Work outcome | Work engagement | 0.106 | 5.122 | 0.000** |

**Significant at 1 percent level

The significance test is the critical ratio (CR), which represents the parameter estimate divided by its standard error. The parameter estimate is significant at $p < 0.01$ and value of C.R is > 2.58 . All structural paths among the exogenous and endogenous latent variables are found to be significant. Findings from total work engagement dimensions provide impressive support for the predicted effect of work attitude. The effects were consistent across work behavior and work outcomes. Mostly strong effects were found for all factors like work engagement and work attitude, work behavior and work outcome. Above table concludes that work engagement (absorption, vigor and dedication) factors support for the predicted effect of work attitude, work behavior and work outcome. Many studies shows that work engagement factors have positive effect on work attitude, work behavior and work outcome. Absorption and vigor factors are the most significant factors of work engagement. Organizational commitment, career commitment, job involvement and job satisfaction dimensions are significant predictors of work attitude. Among those, Organizational commitment, career commitment, job involvement are the most significant dimensions. Both job performance and withdrawal intentions have significant and positive impact on work outcome factors.

Table: 1.2 Model fit table

| Goodness of Fit Statistics | Values | Fit values |
|--|---------|------------|
| Chi Square Value (CMIN) | 114.255 | |
| Degree of Freedom (Df) | 31 | |
| Chi Square / Df (CMIN/Df) | 3.686 | 2 to 5 |
| Goodness of Fit Index (GFI) | 0.960 | > 0.9 |
| Root Mean Square Error of Approximation (RMSE) | 0.070 | < 0.08 |
| Adjusted Good of Fit Index (AGFI) | 0.930 | > 0.8 |
| Comparative Fit Index (CFI) | 0.944 | > 0.9 |
| Normed Fit Index (NFI) | 0.925 | > 0.9 |

Browne & Cudeck (1993) study indicates the model fit can be checked by RMSEA which is less than 0.08 has a good fit and less than 0.05 has a closer fit. Chin and Todd (1995) study proposed that for goodness of model fit GFI (Goodness of Fit Index) and NFI (Normed Fit Index) should be above 0.9 and AGFI (Adjusted good-of-fit Index) should be above 0.8. Bentler (1990) study suggest for good model fit CFI (Comparative Fit Index) should be greater than 0.9. The goodness of final model fit has been shown in above table. As per the various model fit statistics indicates that model was good fit. Structural Equation Modeling (SEM) was used to determine those factors which could affect work engagement in FLFL. The hypothesized model was a good fit to the analysed data. The analysis tested the constructs of work engagement, work attitude, work behaviour and work outcomes. The significance of the individual structural paths representing the impact of the construct shows that the total work engagement dimensions provide impressive support for the predicted effect of work attitude. The effects were found to be consistent across work behavior and work outcomes. Mostly strong effects were found for all factors like work engagement and work attitude, work behavior and work outcome. Work attitude, Work behaviour and Work outcomes are found to show significant relationship to each other in the organization. Absorption (.80) and vigor (.83) factors have found to be the most significant factors of work engagement.

Conclusion

The study concluded that work engagement (absorption, vigor and dedication) factors support for the predicted effect of work attitude, work behavior and work outcome in the organization. Organizational commitment, career commitment, job involvement and job satisfaction dimensions are significant predictors of work attitude, which is positively impacting on work engagement in FLFL. Among those, organizational commitment (.71), career commitment (.77), job involvement (.71) are the most significant impacting dimensions. Both job performance (.58) and withdrawal intentions (.59) have significant impact on work outcome factors. The data tested in the analysis found that all the factors relating to each construct mentioned above are significant to employee engagement in the organization. The only relatively less significant factors are Job Satisfaction (.37) and Dedication (.49). The model was found fit by SEM and the various methods used for data analysis and inferring significance of relationships of work engagement factors among respondent employees. 67 items of variables were identified for testing the model as found fit by SEM analysis.

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