Wayne,

Thank you for completing the Week 2 assignment based on 10 articles. I appreciate the narrative in your submission where you provided the key points of each article (purpose, research method, research design, sample, data collection instrument, results). I hope reviewing the research gaps from these articles will help you develop the contents of your dissertation effectively.

Please review my feedback. Note that I listed the initial errors. Make sure to take note of similar errors throughout your document. Kindly make the changes for papers that you have to submit in the future.

 Score: 170 out of 210

Take care,

Dr. Lao

Summary of Articles

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Summary of Articles

Abstract

The purpose of this paper to draw or paint a picture on how employee engagement has an effect on retention. The [10] articles that will be utilized in this paper will help illuminate just how much or how little employee engagement effects retention. With the recent closures and [turnovers] of most of the big retail giants, the articles portrayed in this paper will hopefully cast some light on the issues with employee engagement and turnover. This paper will give you a brief but understandable insight to employee engagement and retention of talented works.

Article one: Executive Presence: The X Factor in Employee Engagement.

[In] this article, the author talks about how if they develop the leadership of and organization, they will be better equipped to find ways to keep and engage talented employees. So research was conducted on the best and most effective way to train the leadership in employee engagement. To achieve and validate their research according to Bates & Weighart, (2014) they “solicited the independent inputs of an expert panel of management psychologists” (P.49) All on the panel had at least 15 plus years’ worth of experience in executive development and assessment, these business phycologist help narrow down a very large pool of question to just the few they needed to gather the information that was needed to achieve the results they were looking for. They tested the instrument by initiating a pilot study of over 100 leaders from 20 different companies. “Fifty-five percent of the participants were senior executives (C-level, executive vice president, senior vice president), and 45 percent were midlevel executives (vice president, director).” (Bates & Weighart) The final results of this study showed that leaders had a greater appreciation for getting a broader, personal and richer view on employee engagement.

Article Two: Human capital management: The central element of all risk

This article talks about employee retention, “specifically talent critical to achieving strategic priorities,” (Frigo & Ubelhart, 2016, P.42), after careful extracting the information that is needed. The authors will then show how traditional planning charts can be improved with a human capital perspective. The Human Resources department utilizes a business strategy map to develop a metric that will help and allow businesses to engage and retain talented employees. HR departments can develop metrics on employee risk and how it will affect the bottom line of a business. The results will show how the human capital has an effect on the business in a financial way. For companies to achieve high superior business performance, they have to understand the importance of employee engagement and human capital. Without the inability to maintain the companies most crucial employees will endanger any well[-]planned strategic ideas.

What specifically is the research gap for this article? You did not specify this in your discussion. This comment applies to the entire paper.

Article Three: Employee engagement: A strategic tool to enhance performance

The purpose of this article was to conduct research on employee engagement as for personal and professional development and how employee engagement has a win for any organization. Also from a HR stand point, this study would have an importance to create synergy within the external and internal environment of the organization. The authors utilized several instruments to gather the data they needed. The first was by use of a questionnaire. According to Jha & Kumar, (2016), “The collection method has been through mail, direct approach and phone.” (P.25) The second method utilized was literature review of various “reports, Journals, Articles and Websites.”<Delete period> (Jha & Kumar, 2016)[.] The main method of this study was exploratory and descriptive in nature. (Jha & Kumar, 2016) The final outcome of this study showed a various facet of problems with the data collected from the surveys and literature review. Giving your employees the appreciation, respect, and let them know how much the value of their work effects the business will go a long way. This in turn gives a personnel touch to the leadership team.

Article Four: Employee engagement- A bond between employee and

organization.

This particular article was written to find new ways or insight into employee engagement. The authors also took a look at how and organization could create the right conditions and nurture engagement and drive performance. (Kapoor & Meachem) Employee engagement can either make or break an organization financially. If an employee feels like they are disengaged from the organization there will be a high turnover, which in turn means that an organization is spending money to look and hire new employees. According to the author the executives need to have an understanding of “Maslow’s need hierarchy theory” (Kapoor & Meachem), once the basic needs of an employee are met, then you move to the next level on Maslow’s hierarch. The authors did literature review from surveys that were conduct from organizations like, Tower Perrins-ISR10 and gallop. The results from these surveys show how important employee engagement is to be a successful organization with [fewer]turnover. Some other key findings from this research was from gallop, the surveys that gallop has completed indicted that higher levels of engagement lead to higher levels of innovation through-out the organization. By driving employee engagement levels will help attract, motivate and retain talented employees. This research has found the best way to employee engagement is to align it with values, interest, goals and aspirations with that of the organizational goals.

Article Five: Positive organization: The role of leader behavior in

work engagement and retention.

When the authors set out to conduct their research on work engagement and retention, they had a purpose behind it. According to Mendes & Stander, (2011), “The aim of this study was to investigate if leader empowering behavior can positively impact on role clarity, psychological empowerment and work engagement, with the final outcome being the retention of talent.” (P.29) To get the information that was needed to conduct this research was by the means of surveys, questionnaires and scales such as Work Engagement Scale and the Intention to Leave Scale. The sample was about 240 employees from various potions such as “managers, specialists, supervisors and administrative staff.” (Mendes & Stander) The measuring instrument was from surveys and questionnaires they received about 75% participation. The research approach was geared toward the respondent’s experience of role clarity, leader empowering behavior and work engagement. To measure the results, the Leader Empowering Behavior Questionnaire (LEBQ) which was developed by Konczak et al. (2000) as stated by (Mendes & Stander). The final results showed that several aspects of the research showed that higher employee engagement showed more dedication from talented employees. In the final results even with good employee engagement when you don’t empower your employees they feel disengaged and give your talented employees a reason to leave. Like any other survey, a better understanding to one’s job performance leads to better job clarity. This survey gives a glimpse of this in the results. Based on the research results, numerous recommendations can be made. If a business unit wishes to profit in terms of constructing an encouraging talent retention, it should look to implement an empowerment behavior in it management. Further research has been recommended to include a larger sample size to involve more organizations.

Article Six: A Spiritually based leadership approach in the retail environment to

assist with the challenges of employee morale and retention.

The author of this article had a different twist on employee moral/engagement and retention. They conducted a research on the subject between two different retail systems. One was mainstream retail and the other was spiritual based retail. They wanted to compare whether a spiritually based and mainstream based retailers’ leadership performance did or did not affect employee morale and engagement. The research method conducted for this study was a quantitative study. The instrument utilized in this study was completed by utilizing a survey. This survey was distributed out to 100 retail employees in the greater Chicago, IL area. The sleuth utilized parallel testing to examine the association between employee perception on employee turnover and morale both in spiritual-based and mainstream retail. The demographics and employee variables utilized in this research included, age, gender, years’ experience in retail and level with-in the organization. The author chose this are for the reason, “Chicago has developed a program to support the growth of retailers in the area.” (Murrell-Jones, 2012) The findings of this research show that there is a significant difference between mainstream retail and spiritual based retail. Further research needs to be completed to get better findings with-in a larger sample.

Article Seven: A study on analysis of factors related to employee's retention

among organized retail sector in two tier city.

This particular article has the authors conducting research on retention in the organized retail industry. The purpose of this research was [two-fold], they wanted to examine employee profile demographics and to recognize factors that will help retain employees in an organized retail sector. The questionnaire that was utilized was set to contain a set of attributes that can be measured in a [L]ikert type scale. The authors collected data from literature review and respondents who were involved in the questionnaire from a cluster of four different retail facets (Food, Apparel, toys and footwear sectors. According to Singh & Prakash, 2013, “Employees were approached with the structured questionnaire and a request was made for participate in the study.” (P.133) The final results showed that if in a workplace the employees don’t feel like they are being utilized to the fullest potential, they will not feel engaged and want to leave the organization. To maintain these talented employee’s organizations, need to find a way to keep employees engaged.

Article Eight: Employee engagement with special reference to herzberg two

factor and LMX theories: A study of I.T sector.

The authors conducted their research utilizing the Leader-Member Exchange Theory and Employee Engagement (LMX) and Herzberg’s two factor theories. To help identify employee engagement within IT sectors. The study was a descriptive design, along with a non-probability convenience sampling technique. (Sinha & Trivedi) The sampling was about 65 respondents from several IT companies in the Baroda area. After collecting the data which was accumulated from questionnaires focused on two section, one was based on employee perception on company rewards and two was based on the employee perception on the relationship with their supervisor. With each section of questions and the data they collected help them establish several hypotheses. The findings showed that the perception by the employees of several IT sectors, shows that they believe that the company has a good rewards program and the relationship with their supervisory is a good one. But they found significant relationship between the employees and their supervisor when it comes to understanding them and their potential. The authors conclude that the higher your qualifications the higher your rewards would be within the organization.

Article Nine: Exploring the relationship between employee engagement

and employee turnover.

The purpose of this particular article and research was to find out if employee engagement had an effect on employee turnover. According to Smith & Macko, (2014), “Employee engagement has become a hot topic in recent years but despite this there remains a paucity of research on the link between employee engagement and employee turnover.” (P.56) The authors of this article utilized a quantitative study, literature review, anonymize questionnaire and a sample group. They seemed to cover all bases when it came to their research. Once the data was collected and sorted out, they found out the store that was utilized in the research had one of the worst turnover rate in ten years. The turnover rate increase comes from over 60% of the employees feel they are not engaged, or they feel that their opinions are listened to. Also because of this feeling employees have 69% said they would leave the company for the right opportunity. The authors do feel that tier research suggest that there is some type of link between employee engagement and employee retention.<Delete period> (Smith & Macko)[.] Considering that the research was conducted to one retail store, the authors agree that since a small percentage of employees participated in the survey, more research needs to be conduct to determine if employee engagement and turn over have any correlation to one another.

Article Ten: Achieving change through a best practice employee survey

When it comes to employee engagement, organizations have been driving change to improve employee engagement and retention. In this particular article the author sets out to give a clear and concise direction to help organizations develop and practice employee engagement surveys. He seeks to help organization understand how action planning can be improved (Wiley), which in turn will enable change to be managed and executed more successfully. With a total of 31 human resource practitioner’s from a global aspect. This included countries like the United Kingdom, Germany and the United States of America. The sample groups [were] from a diverse group of industries which included such industries like “banking and financial services, consumer products, information technology manufacturing, natural resources, telecommunication/utility services and retail.” (Wiley, 2012, P. 265) The author goes on to show HR practitioners how that the biggest barriers they will run into will be the leaders of their organization. To have good change management it has to start with accountability, this seems to be an area that many survey practitioners have a challenge with. A technique we have found to be very helpful is the behavior change index (BCI) methodology (Wiley, 2010). The final results of this research reveals that survey practitioners have barriers and challenges they need overcome. The barriers they need to overcome is with the senior leaders and that organizational focus has an effect on the metrics of the survey.

Conclusion

The ten articles written about in this paper have their own unique status in their own right. Each author conducted research on specific areas of employee engagement and retention in one form or another. Each article conducted studies either in engagement, retention or both. They tried to solve a question that many organization[s] have tried to for years. Just in the most recent decade, employee engagement and retention have been a hot topic. Not many research articles have been done to see how employee engagement can or does [a]ffect employee retention.

Include in-text citations for the keypoints in your paper.

Many of the authors have utilized different forms of methods to achieve results that would help them conclude that either more research is needed or that they have sufficient evidence to give their interpretation of the findings. Most of the findings come to show that the majority of the respondents in each articles surveys conducted on engagement, the participants felt that they felt dis-engaged from the organization they worked for and they felt that if the right opportunity presented itself they would leave the organization they were working for.

Meanwhile with the research articles, where they author’s looked into effective retention through employee surveys. Found that with the questionnaires they presented to willing participants, showed that when asked questions such as “what is the perception of employee to supervisor relationship” show that many of the respondents showed that they felt that the relationship with their supervisor was in good standing. But when they were asked do you feel engaged, understood or if your felt as part of the bigger picture. It seemed as a majority felt as if they were dis-engaged from the organization. They felt that even though they had a good relationship with their supervisor, the respondents felt miss understood.

Overall these ten articles are looking for the end results to the ever eluding question[:] Does employee engagement effect retention to an organization? With all the matrixes, charts, surveys and data collection from various organizations and respondents. The same answer seems to correlate with each article and research done. Employee engagement is an effective tool to maintain talented employees effective to help meet the end need for the organizations. Some of the articles focused on just retention of talented employees and what they can do to achieve such a feat. Within each one of these articles they stress the fact you need some form of engagement, awards or some form of recognition. To keep talented employees from taking a position with another organization and stay with their current organization to help benefit the business and the employee in the long run.

Each article in this paper help me to further research that was started and stated that more research needs to be conducted to get a firm understanding for this research. Finding a gap in employee engagement and employee retention and how they correlate with one another, is a hot topic in today’s retail world. Having first-hand experience in seeing how much turnover is conducted in retail, finding the best way to maintain talented employees is and will always be a task in itself. You have to look at more than engagement, not all employees are created equal. Especially in today’s work force, when you look into the global aspect, you can have that in one organization.

The research that will be conducted has to look deeper into what, how and will affect employee retention. You can have all the engagement you need for your organization. But if your employees don’t feel like they are part of something bigger, feel misunderstood or you don’t listen to their opinion. This can a will cause dis-engagement with your employees. With further research on how employee engagement affects employee retention and how overcoming the barriers that senior leaders may cause and that organizational focus has an effect on the metrics of the survey.

By taking samples of surveys from other researches that have been completed, this will help develop a better statistical format in gather information to achieve results in employee engagement and retention with-in organized retail. To help organizations better understand what their employees are thinking, feeling and perceiving the leadership is doing to make sure that the organizations is actively looking out for the interest of the organization and the employees with-in. By creating a survey that will look deep into the organizations to give them a better understanding of employee engagement and how it is affecting employee retention.

By being able to conduct this research within several big box retailers, I am going to take the research that has been touch on in other research article and bring it to the for front of today’s working environment. To help major and small business achieve a higher employee engagement which in turn will lead to higher production and higher employee retention. With this research organization will be able to start training their leaders on how to better the business plan through employee engagement and employee retention. This in turn will allow the HR department to better equipped to train upper management to better handle employees who feel dis-engaged from the organization.

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