
Work Engagement - A trail to positive outcomes

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The present study examines the relationship between work engagement and job resources like supervisor support, control and professional development. Further, relationship between work engagement and job satisfaction, organization commitment, organization citizenship behavior and reduced turnover intentions are predicted as outcomes of work engagement and their relationship studied. The research hypotheses are tested using frontline employees working in organized retail industry in India. Work engagement has been found to be significantly mediating the relationship between job resources and various outcomes. The study has implications for Human Resource practitioners and academicians seeking to improve employee productivity and satisfaction.

Key words: work engagement, organization citizenship behavior, organization commitment, turnover intentions.

Substantial research supports the proposition that employee engagement (Saks, 2006; Macey and Schneider, 2008; Macey et al., 2009; Crawford et al., 2010; Rich et al., 2010) can be a principal source of competitive advantage for an organization. May et al. (2004) posit that disengagement leads to reduced commitment and motivation hence it is important for managers to nurture engagement in order to improve workplace performance and productivity. Several other studies (Kular et al., 2008; Harter et al., 2002; Shuck and Wollard, 2010) have also reported positive organizational results for higher employee engagement.

Kahn (1990), defines engagement as “the harnessing of organization members' selves to their work roles; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performances” (p. 694). Also he explains disengagement as “the uncoupling of selves from work roles; in disengagement, people withdraw and defend themselves physically, cognitively, or emotionally during role performances” (p. 694). Shuck and Wollard (2010, p. 103) explain engagement as “an individual employee's cognitive, emotional and behavioral state directed toward desired organizational outcomes”. Hence engaged employees are 'psychologically present' at their jobs; they are considerate, allied and focused in performing their roles (Kahn, 1992). Similarly, (Schaufeli et al., 2002, p. 74) also view engagement as a “psychological concept”. They define engagement as “a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and

absorption". Vigor is characterized by energy, mental resilience, willingness to invest in ones' work and being persistent during the phase of difficulties. Dedication is described as being too much engrossed in the work that it develops a sense of importance, passion, encouragement, pride and challenge. Absorption is fully concentrating and willingly and eagerly involved in the work that outside environment and passage of time becomes insignificant.

Holbeche and Springett (2003) linked engagement to individual perception of meaningful work. They argue that employees are highly engaged at work if they find their work meaningful and purposeful. This creates an emotional reciprocal bonding between employee and organization and elevates their personal aspirations.

Saks (2006) explains that employees show varying degrees of engagement levels due to their perception of obligation towards their organization. Robinson et al (2004) explain engagement as a two way relationship between the employer and the employee. Similarly Saks also builds upon the Social exchange theory wherein the reciprocal relationship between employees and organization develops trust, loyalty and mutual commitment. The employees become cognitively, emotionally and physically engaged in their work if they receive adequate social, economic and emotional resources from the organization. The present study examines the role of job resources like supervisor support, control and professional development in enhancing engagement amongst frontline employees working in the organized retail sector in India. Also various outcomes of work engagement have been identified and their relationship studied.

JOB RESOURCES

Demerouti et al., (2001) use job demand resources model to predict employee well being. They advocate that high demands reduce persons' psychological and physical energy causing

exhaustion whereas the job resources encourage sense of engagement and extra role behavior in employees. They explain job resources as the physical, psychological, social or organizational facets that help individual achieve targets, reduce job demands and help in personal growth and development. The organizational resources include the job control, task variety, authority to take decisions, opportunity for training and professional development and the social resources comprise the support from coworkers, supervisor, family and friends.

Burke, Borucki and Hurley (1992) explain supervisor support as the extent to which supervisors stand for, encourage and show concern for the employees. Research (Schaufeli and Bakker, 2004; Maslach et al, 2001; Dubinsky and Skinner, 1984; Lusch and Jaworski, 1991) emphasizes the vital role of supervisor support to improve employee performance unavailability of which creates stress. Also Kopelman et al (1990); Babin and Boles (1996) hold that perceived supervisor support increases job satisfaction. Padmakumar, R and Prabhakar, V. G. (2011) found significant relationship between employee engagement and supervisor support. Soltis (2004) emphasize that only engaged managers can create engaged work force. Kohli, Shervani and Challagalla (1998) found supervisor behavior to significantly impact salesperson's learning and performance orientations. The supportive supervisor relation is positively related to psychological safety (May et al., 2004).

Towers Perrin (2003) found significant role of decision making authority in improving employee performance. Further, Robinson (2006), Lucas et al (2006) and Truss et al (2006) also emphasize that giving due cognizance to employee's opinion in important decision making produce fruitful results. Research (Lawler and Worley, 2006; Purcell et al, 2003) also emphasize that employees' involvement in making decisions affecting their work can induce high levels of engagement. Kular et al (2008) suggest that employees who feel they have control over their

work “are more likely to stay focused and less likely to make preventable mistakes”. Maslach and Leiter (2004) feel that control is the employees' perception of their ability to take decisions affecting the job and the freedom to obtain resources to do the jobs effectively. They feel that the higher autonomy leads to higher job satisfaction and commitment. Demerouti et al. (2001) found high control to be associated with higher engagement.

Another important factor capable of engaging employees in their work is developing their knowledge, skills and abilities that boost their self efficacy and provide better control at their jobs. The prospects of specialized knowledge and development help in professional development of employees (Ackfeldt and Coote, 2005). Also research in marketing literature (Bitner et al., 1994; Zeithaml and Bitner, 1996) has shown that developing the skills and abilities of frontline employees help them serve their customers better. Further it is found (Mathieu and Zajac, 1990; Ferrell, 1996 and Ackfeldt and Coote, 2005) that professional development promotes the positive attitudes like job satisfaction, organization commitment and strengthens the relationship between employees and their organization. Bakker (2009) emphasize that job resources motivate employees to learn new things fostering their professional growth and development and help them achieve their goals. They explain that proper feedback encourages learning and developing competence and freedom to take job related decisions enhances their sense of autonomy. Studies (Hakanen, Bakker & Schaufeli, 2006; Llorens, Bakker, Schaufeli, and Salanova, 2006) also found positive relationship between job control, supervisory support and work engagement.

OUTCOMES OF ENGAGEMENT

The importance of any construct lies in the outcomes it leads to. Studying employee engagement is also important for its positive consequences both at individual and organizational level. In the present

study we studied the relationship of employee engagement at individual level outcomes. Kahn (1992) proposed positive outcomes of engagement at the individual and organizational level like improved productivity. Harter et al. (2002) also found a relationship between employee engagement and employee turnover, customer loyalty and profitability and productivity. Studies (Schaufeli and Bakker, 2004; Sonnentag, 2003) have found engagement to be positively related to job performance and extra-role behavior and negatively related to turnover intention. Previous research (Langelaan et al., 2006 ; Salanova et al, 2003; Schaufeli, Martinez et al., 2002 and Schaufeli, Salanova et al., 2002) have established that employee engagement results in higher job satisfaction, better adaptability to change, higher organizational commitment, better performance, higher extra role behaviors and reduced intention to quit. Saks (2006) found engagement mediating the relationships between its antecedents like perceived organizational support, job characteristics and its consequences like job satisfaction, organizational commitment, reduced intention to quit and organizational citizenship behavior. Also, Demerouti, Bakker, de Jonge et al. (2001) established a link between engagement and good health with positive work affect and organizational commitment. Similarly, Hallberg and Schaufeli (2006) established positive relationship between engagement, organizational commitment and employees' health. Shuck, Reio and Rocco (2011) also emphasize the relationship between work engagement, organization commitment and turnover intentions. Research (Bakker and Demerouti, 2008; Bakker et al., 2008) emphasize that engaged employees are energetic, dedicated and engrossed in their work that results in favorable results for organization like better job performance, higher organization commitment and job satisfaction. Hence creating and retaining engaged frontline employees is vital for organizational success (Karatepe and Olugbade, 2009; Kim et al., 2009).

Smith et al (1983) explain organization citizenship behavior as individuals' willingness to help others and conscientiously doing their job giving due respect to others. Building upon the explanation Baron (2013) explains that as engaged employees are organization more likely to exhibit these behaviors hence, measuring employee engagement could help identify the extent to which the people are interested in organizations' welfare. Frank et al (2004) also defines engagement as the amount of discretionary effort exhibited by employees in their jobs.

Kular et al (2008) view employee turnover intentions as "a measure of how they feel about their work" indicating that engaged employees stay longer with the organization. However, they also cite Ferguson (2007) and Truss et al (2006) results that engagement level reduces with the increase in the length of service to the same organization emphasizing the need to retain engaged employees and maintain their interest in their jobs. Research (Harter, Schmidt, and Hayes 2002; Saks, 2006) suggest

significant relationship between turnover intentions and engagement.

CONCEPTUAL MODEL

Based on extant research a conceptual framework for the study has been developed (Fig. 1). The model indicates the suggested relationship between the variables taken up for investigation in the present research.

OBJECTIVES

The specific objectives of the current study are:

- (i) To study the relationship between select job resources (supervisor support, professional development and control) and work engagement.
- (ii) To examine the relationship between work engagement and its outcome variables; job satisfaction, organization commitment, organization citizenship behavior and turnover intentions.

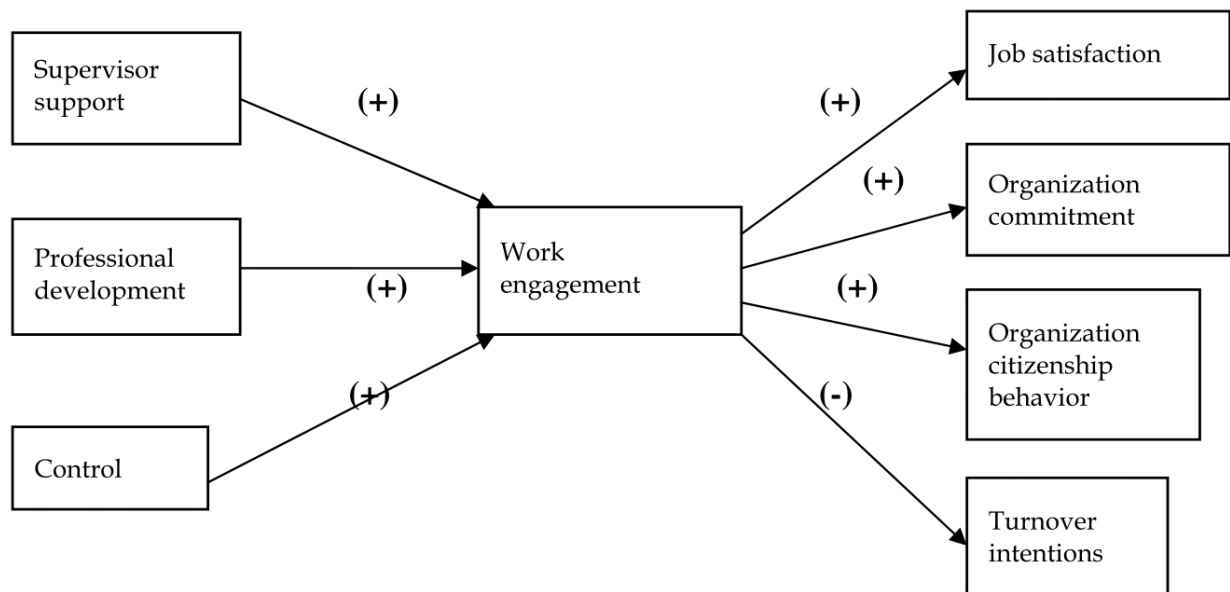


Fig. 1: Conceptual framework

HYPOTHESIS

To achieve the above objectives, the following hypotheses have been taken up for examination in this study:

- H1: There is a positive relationship between job resources (supervisor support, professional development and control) and work engagement.
- H2: There is a positive relationship between work engagement and its outcome variables such as job satisfaction, organization commitment, organization citizenship behavior.
- H3: There is a negative relationship between work engagement and turnover intentions.
- H4: Work engagement mediates the relationship between job resources and outcomes.

Research Methodology

A questionnaire was developed to collect primary data to meet the objectives of the study. Target respondents comprised frontline employees working in stores in the organized retail sector. The survey was conducted in the organized retail outlets in Delhi. The city was divided into five zones north, south, east, west and central. Data in usable form was collected from a total of 266 stores, out of which 57 stores were from west zone, 57 were from south zone, 52 stores were from east zone, 56 stores from west zone, 44 stores from central zone (Table 1). Table 1 also presents the format-wise distribution of retail stores which constituted the sample.

Data Collection Instrument

In order to collect the primary data to meet the objective of the study a structured questionnaire was developed. The questionnaire comprised Likert type scales to measure each of the constructs being studied. Employee Engagement was assessed using the Utrecht Work Engagement scale developed by

Schaufeli et al., (2002). The scale contains the items to measure vigor, dedication and absorption. To measure supervisor support items from areas of work life scale developed by Maslach and Leiter (1997) were adapted. The items to measure control were adapted from Karasek's (1985) job content questionnaire. To measure professional development, items from the scale used by Hart et al., (2000) were used. The turnover intention was measured by items from Colarelli's (1984) scale. Job satisfaction was measured by using the items from the scale adapted in previous research of Babin and boles (1998), Hartline and Ferrell (1996), Netemeyer et al. (1997). Organizational commitment was measured by using the items from the scale used by Rhoades et al. (2001). Organizational citizenship behavior was measured by items from scale used by

**Table 1: Demographic Factors and
Employee Engagement-Descriptive Statistics**

Demographic Variables	Mean	Std. Deviation
Age		
18-21	3.83	.55
22-25	3.72	.60
26-30	2.72	1.07
31 and above	1.79	.63
Gender		
Male	3.07	1.05
Female	2.77	1.16
Marital status		
Unmarried	3.30	.98
Married	2.49	1.10
Education		
Std. 10 pass	2.85	1.13
Std. 12 pass	2.89	1.11
Graduate	2.88	1.11
Post graduate	3.60	.85
Salary		
< 10,000	3.00	1.11
10,000- 15,000	2.79	1.10
15,000- 20,000	2.62	1.27
> 20,000	2.52	1.11

Lee and Allen (2002). The respondents were requested to indicate the extent of their agreement or disagreement with each of the statements on a scale from 1 to 5, with 1 representing strongly disagree and 5 representing strongly agree. Principal component factor analysis was undertaken and table 2 presents the factor loadings for the final set of items used to measure the constructs under study along with the reliability scores for the scales. Mean and standard deviations for the all the factors were computed as shown in Table 3. The overall mean scores of employee engagement among frontline employees in organized Indian retail industry is 2.91 on a 1-5 scale where 1 represents strongly disagree and 5 represents strongly agree. The scores for the variables of control, supervisor support and professional development, job satisfaction, organization commitment are less than 3 whereas the score of organization citizenship behavior and turnover intentions is 3.07 and 3.27 respectively.

STUDY FINDINGS

Pearson's correlation analysis (Table 4) indicates that the factors of job resources- supervisor support ($r = .647, p < .001$), control ($r = .655, p < .001$) and professional development ($r = .660, p < .001$) are positively correlated with work engagement. Also a significant positive relation was found between work engagement and its outcomes job satisfaction ($r = .768, p < .001$), organization commitment ($r = .782, p < .001$) and organization citizenship behavior ($r = .664, p < .001$) except for turnover intentions which was found to be negatively related ($r = -.507, p < .001$) supporting hypothesis H2 and H3. Multiple regression analysis was conducted to examine the relationship between work engagement and job resources (Table 5). The results show that job resources, supervisor support ($\beta = .330, p < .001$), control ($\beta = .320, p < .001$) and professional development ($\beta = .278, p < .001$) significantly predict work engagement ($R^2 = .789, p < .001$). Hence, hypothesis H1 is supported.

Further to test hypothesis H4 and study the mediating role of work engagement, Baron and Kenny (1986) approach was followed. According to them three conditions needs to be satisfied to establish mediation. First the independent variables should be related to mediator- the correlation between job resources (supervisor support, control, professional development) and work engagement is significant. Second, the mediator should be related to dependent variable- work engagement is found significantly related to outcomes (job satisfaction, organization commitment, organization citizenship behavior, and turnover intentions). Third, a significant relationship between independent variables (job resources) and dependent variables (outcomes) should be reduced when controlling for mediator (work engagement). The first and second conditions are satisfied as per hypotheses H1, H2 and H3. Further to examine the third condition hierarchical regression analyses were performed for each outcome. The first model tested was job satisfaction. Supervisor support, control and professional development were entered as the first block of variables and work engagement scores were entered as the block in the second step of analysis. The results of hierarchical regression are presented in table 6. Testing the job satisfaction model, in the first block, three job resources scores, supervisor support ($\beta = .173, p < .001$), control ($\beta = .206, p < .001$) and professional development ($\beta = .278, p < .001$) contribute unique variance to the prediction of job satisfaction ($R^2 = .541, p < .001$) in the regression equation. In the second block, after controlling for supervisor support, control and professional development, work engagement ($\beta = .549, p < .001$) significantly contribute additional variance to the regression equation ($\Delta R^2 = .618, p < .001$) however the magnitude of relationship between job resources and job satisfaction is reduced- supervisor support ($\beta = .051, p < .001$), control ($\beta = .086, p < .001$) and professional development ($\beta = .164, p < .001$) thus, H4 is supported in this model. Overall the regression model explained only 61.8% of the variance in job satisfaction.

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Table 2: Factor analysis		
Item	Factor loading	Cronbach's alpha score
Control		0.983
My job allows me a lot of freedom in how I do the work.	.813	
My job allows me to make a lot of decisions on my own.	.806	
Supervisor support		0.945
My supervisor is helpful.	.887	
My supervisor is friendly and approachable.	.823	
There is good communication between my supervisor and my coworkers.	.898	
Professional development		0.997
At my job I am able to pursue opportunities that will advance my career.	.854	
My company offers training that matches my particular need.	.853	
My company provides opportunities to develop new skills	.846	
Employee Engagement		0.996
At my work, I feel bursting with energy	.706	
At my job, I feel strong and vigorous	.708	
When I get up in the morning, I feel like going to work	.710	
I can continue working for very long periods at a time	.723	
At my job, I am very resilient, mentally	.698	
At my work I always persevere, even when things do not go well	.725	
Time flies when I'm working	.711	
When I am working, I forget everything else around me.	.683	
I feel happy when I am working intensely.	.677	
I get immersed in my work	.681	
I get carried away when I'm working	.715	
It is difficult to detach myself from my job	.782	
I feel that the work that I do is full of meaning and purpose	.670	
I am enthusiastic about my job	.676	
My job inspires me	.680	
I am proud on the work that I do	.650	
To me, my job is challenging	.630	
Job satisfaction	.995	
I am happy that I took this job.	.857	
I am satisfied with my job.	.854	
My job is very worthwhile	.848	
Organization Commitment		.988
I feel a strong sense of belonging to my organization.	.782	
Working at my company has a great deal of personal meaning to me	.787	
I feel emotionally attached to my company.	.780	

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Organization citizenship behavior		.883
I Willingly give my time to help others who have work-related problems.	.787	
I adjust my work schedule to accommodate other employees' requests for time off.	.835	
I defend my organization when anyone criticizes it.	.720	
Turnover Intentions		.970
I frequently think of quitting my job.	-.883	
I will be working for this company for a long time.	-.877	

Scored on a scale from 1 to 5, with 1 = Strongly Disagree and 5 = Strongly Agree.

Extraction method: principal component analysis.

Rotation method: Varimax with Kaiser normalization.

Table 3: Descriptive statistics		
Variables	Mean	Standard Deviation
Work Engagement	2.93	1.11
Control	2.02	1.16
Supervisor support	2.46	1.22
Professional Development	2.25	1.35
Job satisfaction	2.42	1.22
Organization commitment	2.63	1.23
Organization citizenship behavior	3.07	1.164
Turnover Intentions	3.27	1.58

Table 4: Pearson's Correlation- Correlation analysis between job demand job resources, burnout and work engagement								
	Work engagement	Supervisor support	control	Professional advancement	job satisfaction	Organization commitment	Organization citizenship behavior	turnover intentions
Work engagement	1.000							
Supervisor support	.647**	1.000						
Control	.655**	.490**	1.000					
Professional advancement	.660**	.529**	.572**	1.000				
job satisfaction	.768**	.549**	.579**	.617**	1.000			
Organization commitment	.782**	.588**	.594**	.633**	.746**	1.000		
Organization citizenship behavior	.664**	.456**	.499**	.473**	.597**	.636**	1.000	
Turnover intentions	-.507**	-.435**	-.438**	-.478**	-.546**	-.618**	-.578**	1.000

Table 5: Multiple regression of job resources predicting work engagement.			
Variable	R ²	β	F- value
Dependent variable: Work engagement	.623		513.561
Control		.320***	
Supervisor support		.330***	
Professional development		.303***	

***Significant at .001, ** significant at .005, * significant at .01 level, n= 936

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Table 6: Summary hierarchical regression analysis with job resources- supervisor support, control, professional development and work engagement predicting job satisfaction					
Step	Variable	R ²	β (Standardized values)	Change (step 1 to 2)	F- value
1	Dependent variable: job satisfaction	.541			136.63***
	Control		.206***		
	Supervisor support		.173***		
	Professional development		.278***		
2	Dependent variable: job satisfaction	.618	166.64***		
	Control		.086**	.12	
	Supervisor support		.051*	.122	
	Professional development		.164***	.114	
	Work engagement		.549***		

***Significant at .001, ** significant at .005,* significant at .01 level, n= 936

Table 7: Summary hierarchical regression analysis with job resources- supervisor support, control, professional development and work engagement predicting organization commitment					
Step	Variable	R ²	β (Standardized values)	Change (step 1 to 2)	F- value
1	Dependent variable: Organization Commitment	.597			171.84***
	Control		.195***		
	Supervisor support		.207***		
	Professional development		.260***		
2	Dependent variable Organization Commitment		.656		196.03***
	Control		.090***	.105	
	Supervisor support		.101***	.106	
	Professional development		.160***	.10	
	Work engagement		.478***		

***Significant at .001, ** significant at .005,* significant at .01 level, n= 936

In the second model organization commitment was examined as the dependent variable. The three job resources factors; supervisor support, control and professional development were entered as the first block of variables and work engagement scores were entered as the block in the second step of analysis. The results of hierarchical regression are presented in table 7. Testing the organization commitment model, in the first block three job resources scores, supervisor support ($\beta = .207$, $p < .001$), control ($\beta = .195$, $p < .001$) and professional development ($\beta = .260$, $p < .001$) contribute unique variance to the prediction

of organization commitment ($R^2 = .597$, $p < .001$) in the regression equation. In the second block, after controlling for supervisor support, control and professional development, work engagement ($\beta = .478$, $p < .001$) significantly contribute additional variance to the regression equation ($R^2 = .656$, $p < .001$) however the magnitude of relationship between job resources organization commitment is reduced- supervisor support ($\beta = .101$, $p < .001$), control ($\beta = .090$, $p < .001$) and professional development ($\beta = .160$, $p < .001$) thus H4 is supported in this model. Overall the regression model

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explained only 65.6% of the variance in organization commitment.

In the third model organization citizenship behavior was entered as dependent variable and steps similar to the previous analysis were followed. The results of hierarchical regression are presented in table 8. Testing the organization citizenship behavior model, in the first block three job resources scores, supervisor support ($\beta = .124$, $p < .001$), control ($\beta = .196$, $p < .001$) and professional development ($\beta = .115$, $p < .001$) contribute unique variance to the prediction of job satisfaction ($R^2 = .429$, $p < .001$) in the regression equation. In the second block, after controlling for supervisor support, control and professional development, work engagement ($\beta = .478$, $p < .001$) significantly contribute additional variance to the regression equation ($R^2 = .474$, $p < .001$) however the magnitude of relationship between job resources and organization citizenship behavior is reduced- supervisor support ($\beta = .032$, $p > .01$), control ($\beta = .105$, $p < .001$) and professional development ($\beta = .028$, $p > .01$) hence work engagement seems to partially mediate the relationship between organization citizenship behavior and control and show complete mediation with supervisor support and professional development. H4 is supported in this model as well.

Overall the regression model explained only 47.4% of the variance in organization citizenship behavior.

The last model examines turnover intentions as dependent variable (table 9) and similar analysis as earlier was performed. The results show that for turnover intentions model, the three job resources scores, supervisor support ($\beta = -.204$, $p < .001$), control ($\beta = -.187$, $p < .001$) and professional development ($\beta = -.264$, $p < .001$) contribute unique variance to the prediction of job satisfaction ($R^2 = .297$, $p < .001$) in the regression equation in the first block. In the second block, after controlling for supervisor support, control and professional development, work engagement ($\beta = -.208$, $p < .001$) significantly contribute additional variance to the regression equation ($R^2 = .313$, $p < .001$) however the magnitude of relationship between job resources and turnover intentions is reduced- supervisor support ($\beta = -.135$, $p > .01$), control ($\beta = -.120$, $p < .001$) and professional development ($\beta = -.201$, $p > .01$) hence work engagement seems to partially mediate the relationship between turnover intentions and the three job resources taken up for examination in the study. Hence, H4 is supported in this model as well. Overall the regression model explained only 31.3% of the variance in turnover intentions.

Table 8: Summary hierarchical regression analysis with job resources- supervisor support, control, professional development and work engagement predicting organization citizenship behavior					
Step	Variable	R ²	β (Standardized values)	Change (step 1 to 2)	F- value
1	Dependent variable: Organization Citizenship behavior	.429			87.17***
	control		.196***		
	Supervisor support		.124***		
	Professional development		.115***		
2	Dependent variable Organization citizenship behavior	.474			92.70***
	control		.105***	.091	
	Supervisor support		.032	.092	
	Professional development		.028	.087	
	Work engagement		.418***		

***Significant at .001, ** significant at .005, * significant at .01 level, n= 936

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Table 9: Summary hierarchical regression analysis with job resources- supervisor support, control, professional development and work engagement predicting turnover intentions					
Step	Variable	R ²	β (Standardized values)	Change (step 1 to 2)	F- value
1	Dependent variable: Turnover Intentions	.297			130.96***
	control		-.187***		
	Supervisor support		-.204***		
	Professional development		-.264***		
2	Dependent variable Turnover Intentions	.313			106.00***
	control		-.120***	.067	
	Supervisor support		-.135***	.069	
	Professional development		-.201***	.063	
	Work engagement		-.208***		

***Significant at .001, ** significant at .005, * significant at .01 level, n= 936

DISCUSSION AND RECOMMENDATIONS

The findings of the present study suggest positive relationship between work engagement and job resources; supervisor support, control and professional development. These resources have been found to significantly predict work engagement. Hence, the present study supports previous research (Schaufeli and Bakker, 2004; Truss et al, 2006; Langelaan et al., 2006 ; Salanova, Llorens, Cifre, Martinez, & Schaufeli, 2003; Schaufeli, Martinez et al., 2002 and Schaufeli, Salanova et al., 2002) that the employees' perception of presence of adequate supervisory support, control and professional development opportunities motivate them to get engaged in their work. Further to examine the various outcomes of work engagement, the present study found that engaged employees report higher job satisfaction, higher organization commitment, demonstrate more organization citizenship behavior and show lesser intentions to quit their jobs.

Findings of the research are consistent with previous research emphasizing the role of managers in developing positive work related outcomes like organization citizenship behavior (Shuck, Reio and

Rocco, 2011; Arakawa and Greenberg 2007; Buckingham and Coffman 1999; Kahn 1990; Kroth and Keeler 2009; Rhoades, Eisenberger, and Armeli 2001).

The present study highlights an important implication for HR managers that engaged employees are more committed to the organization and tend to stay longer with the organization (Shuck, Reio and Rocco, 2011), thus reducing the turnover and recruitment cost (Kular et al, 2008). Hence, the managers should seek to build upon these positive attitudes and consider the presence of job resources like supervisor support, control and professional development as an important foundation to develop strategies to engage frontline employees in retail sector. The approach can be interpreted in terms of social exchange theory as advocated by Saks (2006) that employees who perceive better support from the organization reciprocate with higher levels of engagement in their work. He believes that engaged employees share 'a high- quality relationship with the employer and exhibit 'more positive attitudes, intentions and behaviors' (p. 615). Also Sachau (2007) feels that opportunities for recognition, meaningful work, input, close relationships, psychological growth, and professional

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development serve as motivating factors to engage employees in their jobs. Sachau advocates Herzberg's motivation theory (1982) who believes that "managers should not try to motivate their employees by offering higher pay, better benefits, and performance bonuses when they can motivate their employees with training, interesting work and more responsibility". Hence, HR managers should cautiously design and implement interventions to increase employees' engagement at work that impacts the outcomes at organizational levels.

Also interventions to train supervisors about creating environment to engage employees could justify the vital role of managers in developing engaged employees (Harter, Schmidt, and Hayes 2002; Lloyd 2008; Shuck, Reio and Rocco, 2011) as has also been supported in the present research. The managers could serve as coaches and mentors to develop better role clarity and also their proper feedback could help employees in 'self-awareness and self-reflection' (Shuck, Reio and Rocco, 2011). The present research concludes that engaging employees at work is an important issue for human resources management that develops upon the principle of social exchange, where organization and employees share common purpose, emphasizing mutual cooperation.

LIMITATIONS

Non-probability sampling has been used for the collection of primary data for this study. The present study examined the relationship of some select variables as job resources to develop work engagement; however, the relationship of other related factors need to be examined. Also the role of demographics and psychological states of employees could impact their perceptions of various situations.

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