Employee engagement: Do demographic variables matter?

Prof Michael C Cant*
Department of Marketing Retail Management,
University of South Africa
cantmc@unisa.ac.za
https://orcid.org/0000-0002-6925-8822

*Corresponding author

ABSTRACT

One of the significant accelerators in economic development of a country is the retail industry, which is experiencing tremendous competition. Due to these circumstances, selecting, retaining and growing employees have become an essential responsibility for managers, especially for human resources departments. Therefore, employees should be engaged both physically and mentally with their work place and job roles. The primary purpose of this study is to investigate the extent to which different demographic factors including employee rank, number of employees, gender, age and age of the organisation affect employee engagement practices in South African retail organisations. A total of 201 valid responses from employees working in different retail organisations have been collected with a structured survey questionnaire. A quantitative procedure with analysis of variance (ANOVA) showed that the manager role has the highest score for 'inform and instruct practice'. General manager and staff roles have the lowest score for 'inform and instruct practice' respectively. Moreover, employee engagement practices are higher for female and younger employees than male and older employees respectively. The employee engagement practices are higher for organisations with more years of age and fewer employees. Descriptive analysis with means also concludes that all the practices need to be improved for better employee engagement. The study has implications for retail organisations, decision makers and human resources managers.

Keywords: Employee engagement; Demographic factors; Management; Retailing; South Africa;

INTRODUCTION

The retail industry is one of the most significant industries that contribute to the economic development of a country. Essential growth is seen in the retail sector as the development of new shopping malls are increasing (Mafini & Dhurup, 2015). This increased number of retail space have made this industry more competitive. Therefore, it's imperative for retailers to concentrate on customer satisfaction which is influenced by employee behaviour. According to Jha and Kumar (2016), nowadays, increased employee performance has been emphasised. However, work insecurities and irregular changes in society make the lives of employees more difficult, which indicate the need for employee engagement (Harter *et al.,* 2002). In addition, employee engagement is a business unit leads to having better retention rates, less absenteeism, higher customer satisfaction scores and higher productivity levels (Harter *et al.,* 2002). Schaufeli *et al.* (2002, p. 74) define engagement as "persistent and positive affective-emotional state of fulfilment in employees characterised by vigour, dedication, and absorption". Past studies identified the impact of organisational as well as demographic factors on employee engagement practices (Pitt-Catsouphes & Matz-Costa, 2008; Rigg *et al.,* 2014).

Lucas and Temkin (2012) noted that great customer experience and superior business results can be achieved through employees' engagement practices. However, this area still remains as under-researched in the context of a retail organisation in South Africa. Therefore, this study adopted 'Five I's of Employee Engagement: Inform, Inspire, Instruct, Involve, and Incent' developed by Temkin Group as the foundation for a conceptual framework.

The general aim of this study is to investigate the extent to which different demographic factors affect employee engagement practices in South African retail organisations. Specific objectives include:

- To identify whether employee engagement practices vary across the rank or title of employees.
- To identify whether employee engagement practices vary across a number of employees in the organisations.
- To identify whether employee engagement practices vary across age and gender of employees.
- To identify whether employee engagement practices vary across the age of the organisation.
- To suggest the improvements needed in employee engagement for retail organisations.

This paper consists of four main parts. First of all, it starts with a review of relevant literature related to employee engagement. Next, the research methodology and data analysis techniques have been discussed. After that, results along with findings from analyses are discussed and summarised. The study concludes with a discussion of theoretical and practical implications followed by a conclusion, limitations and direction for further research.

LITERATURE REVIEW

Kahn (1990:694) defines employee engagement as "the harnessing of organisation members' to their work roles; in engagement, how people employ and express themselves physically, cognitively, and emotionally during role performances". Employees are physically engaged when they exert physical energies to perform the assigned tasks. The cognitive aspect of employee engagement indicates employees' beliefs relating to organisation, leaders and work conditions. According to Shukla *et al.* (2015), "employee engagement is the extent to which employees put discretionary effort into their work, in the form of extra time, mental ability, passion and energy". Jha and Kumar (2016) defines engagement as "a two-way process between employees and an organisation". Engagement contributes to both financial (i.e. profit) and nonfinancial returns (i.e. customer satisfaction, services proficiency, attendance and retention). Engagement is one of the major sources of achieving competitive advantage for many organisations (Kular *et al*., 2008).

Several studies have been found regarding employee engagement, one of which was conducted by Kahn (1990). Kahn (1990) studied engagement from a conceptual perspective with a qualitative method. Rigg *et al*. (2014) investigated how demographic and organisational factors influence employees' level of engagement. Findings from the study indicated that there were significant differences between line employees' demographic and organisational characteristics. Employees aged '18-25 years' and '42 plus years' were found to have more engaged than those of

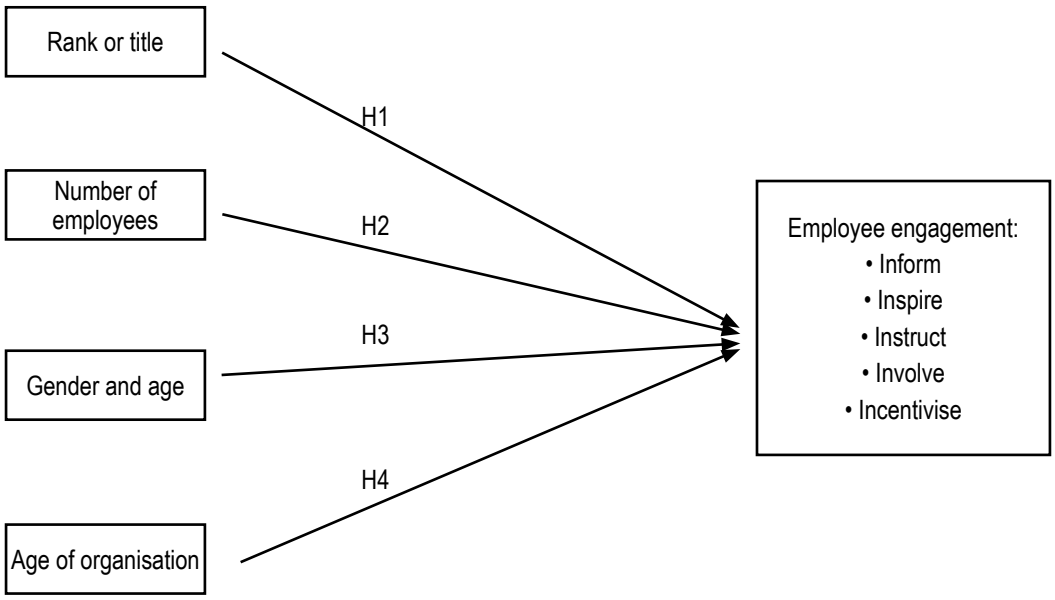
'26-41 years'. In addition, compared to employees from other departments in the organisation, employees in the department of accounting were normally less engaged. Shukla *et al.* (2015) explored employee engagement levels and the role of demographic factors such as designations, years of work experience, qualification, age, gender, marital status and personality. The findings indicated a significant difference in engagement scores for three demographic variables studied including gender, marital status and experience.

Temkin Group found in their research that only 35% of firms received strong scores in employee engagement among 255 large organisations surveyed (Lucas & Temkin, 2012). They also found the fewest engaged employees were in the retail sectors compared to the service sectors (Temkin & Lucas, 2013). Therefore, this study has taken 'Five I's of Employee Engagement' developed by Temkin Group to prepare the conceptual framework. Temkin Group categorised Employee Engagement practices into five groups including Inform, Inspire, Instruct, Involve, and Incent (Lucas & Temkin, 2012). Instruct is defined as the practice of assisting employees through different programmes such as training, coaching, and feedback in order to deliver the organisation's brand promises to customers. Involve is defined as the practice of taking actions with employees when designing their jobs, and solving problems identified through customer or employee feedback. Finally, incent or incentivise is defined as the practice of employing pertinent systems to measure, reward, and reinforce desired employee behaviours and motivate employees to give their best. Inspire is to connect employees to the organisation's vision and values so that they believe those matter and take pride in their job and the organisation. Inform is to provide employees the information they need to understand the organisation's vision and brand values, along with how customers feel about the organisation. These practices are well recognised and utilised by several large-scale organisations (Lucas & Temkin, 2012). However, the empirical analysis using employee engagement scale to measure employee engagement performance among retail firms in South Africa, still remains under-researched. Therefore, the goal of this study is to investigate employee engagement in retail organisations in the context of South Africa across different demographic factors.

CONCEPTUAL FRAMEWORK AND HYPOTHESES

The aim of the study is to determine the employee opinions of employee engagement in organisations within South Africa. After reviewing pertinent literature (Lucas & Temkin, 2012), the following model is proposed for testing with analysis of variance (ANOVA), Figure 1.

FIGURE 1
CONCEPTUAL FRAMEWORK



From the above discussion, four hypotheses (from H1 to H4) were formulated.

H_1: Employee engagement practices significantly vary across the rank or title of employees.

H_2: Employee engagement practices significantly vary across the number of employees in organisations.

H_3: Employee engagement practices significantly vary across age and gender of employees.

H_4: Employee engagement practices significantly vary across the age of the organisation.

METHODOLOGY

SAMPLING DESIGN AND DATA COLLECTION

Akter (2015) defines sampling design as a process of selecting a sample of respondents who typically are a part of the target population. Different retail organisations in South Africa are considered as the sampling frame in this study. Due to time and budget limitation, a non-probability convenience sampling technique has been chosen for collecting primary data. Nonetheless, Malhotra (2010) noted that good estimates of population characteristics can also be generated by non-probability sampling. Before going to data collection, an appropriate sample size should be determined. In determining the sample size for this study, the criteria suggested by Hair *et al.* (2019, p.133) have been followed. Data were gathered using a self-administered questionnaire distributed to a sample of employees working at various levels in retail organisations across South Africa. The questionnaire had two parts. In the first part, demographic information related to gender, age, rank or position in the organisation, job function, number of employees, and age of the organisation was asked. In the second part, the respondents were asked to rate on the 20-item employee engagement survey questionnaire which requires respondents to indicate the degree to which certain activities occur within their company or organisation using a five-point Likert-scale ranging from 1 – 'Never' to 5 – 'Always'. A total of 210 responses were collected from which 201 samples were retained for further analysis and the rest were discarded because of missing data. When analysing the collected data, a quantitative approach has been utilised. The confidence interval for this research is set to 95% and the rest is the margin of error.

MEASUREMENT INSTRUMENT

The scale items for measuring employee engagement practices including inform, inspire, instruct, involve and incentivise were adopted from qualitative research and past literature (Lucas & Temkin, 2012). The latent constructs and their observed variables are shown in Table 1.

TABLE 1
CONSTRUCTS AND MEASURED VARIABLES

Construct	Code	Items
Inform (INFO)	INFO1	The company uses a formal customer experience plan identifying key topics, audience segments, delivery channels, and frequency.
	INFO2	Internal customer experience communications are tailored to specific job roles.
	INFO3	Employees across the organisation are provided easy access to feedback from customers.
	INFO4	Leaders across the organisation regularly discuss customer experience in their communications.
Inspire (INSP)	INSP1	The company has a clear set of values, which guides decision-making across the organisation.
	INSP2	Executives meet with employees at different levels across the organisation.
	INSP3	Stories about employees helping customers are retold to reinforce company values.
	INSP4	The company provides resources for employees to participate in volunteer causes.
Instruct (INST)	INST1	Customer experience training is embedded in orientation sessions for newly hired employees.
	INST2	All managers are trained to develop their skills in reinforcing the company's values with their employees.
	INST3	Managers coach employees on customer-centric behaviour and practices.
	INST4	Employees across the organisation are recruited to teach customer experience behaviours and practices to fellow employees.
Involve (INVO)	INVO1	Employee feedback is actively solicited and formally acted upon.
	INVO2	The organisation communicates the actions it takes based on employee feedback.
	INVO3	The organisation facilitates employee interactions across functional teams to raise awareness and increase collaboration.
	INVO4	The organisation uses a defined network of employees as ambassadors of its customer experience efforts.
Incentivise (INCE)	INCE1	The organisation has formal incentives for reinforcing good customer-centric behaviours and results.
	INCE2	Managers are evaluated based on the engagement levels of their employees.
	INCE3	The organisation has a formal peer-to-peer recognition programme.
	INCE4	Teams that demonstrate customer experience excellence are publicly celebrated.

DATA ANALYSIS

Data collected through questionnaire will be analysed using SPSS software package version 21. Descriptive statistics including mean, standard deviation, kurtosis, skewness will be used primarily for sample distribution. Cronbach's alpha will be used to assess the internal consistency of the scale items. Analysis of variance (ANOVA) and independent sample t-test will be performed to statistically test whether the demographic factors make any variation among the responses. Other data analyses include demographic profiling of the respondents, and coding the measurement variables used in this study.

FINDINGS

DEMOGRAPHIC ANALYSIS

As shown in Table 2, demographic analysis of ranking or title indicates that a maximum number of responses have come from managers (58.7%) followed by senior management (18.4%). Next, analyses show that the highest number of responses have come from operation department (48.3%). The range of the highest frequency in the number of employees is more than 200 (44.3%) indicating maximum participation of large organisations. In addition, among the respondents, 59.7 % are male and 38.8% are female. The age range '35-44' has the highest frequency (40.8%) followed by '25-34' (32.8%). The highest number in the organisation's age is '25+' (54.7%).

TABLE 2
DEMOGRAPHIC BREAKDOWN OF RESPONDENTS

Category	Subcategory	Frequency	Per cent (%)
Ranking or title	CEO, VP, Director	4	2.0
	Business Owner	1	.5
	Senior Management	37	18.4
	General Management	23	11.4
	Manager	118	58.7
	Staff	17	8.5
Function or department	Product development	3	1.5
	Finance	9	4.5
	Logistics/ supply chain	4	2.0
	Sourcing/ procurement	5	2.5
	Operations	97	48.3
	Marketing	10	5.0
	Merchandise management	5	2.5
	Information Technology	2	1.0
	E-channel and digital operations	1	.5
	Human Resources	8	4.0
	Other	52	25.9
Number of employees	<10	34	16.9
	11 - 25	35	17.4
	26 - 50	17	8.5
	51-100	14	7.0
	101 - 200	12	6.0
	>200	89	44.3
Gender	Male	120	59.7
	Female	78	38.8
Age	18-24	5	2.5
	25-34	66	32.8
	35-44	82	40.8
	45-54	41	20.4
	55-64	7	3.5
Age of organisation	1-5	28	13.9
	6-10	23	11.4
	11-15	19	9.5
	16-20	12	6.0
	21-25	9	4.5
	25+	110	54.7

DESCRIPTIVE ANALYSIS

All the constructs including inform, inspire, instruct, involve and incentivise were primarily analysed using the scores of mean and standard deviations. As illustrated in Table 3, all values of skewness and Kurtosis values fall within the acceptable range. Thus, the normality of the data has been established.

TABLE 3
DESCRIPTIVE STATISTICS

	Mean	Std. Deviation	Skewness	Kurtosis
INFORM	2.8083	.96328	.081	-.898
INSPIRE	3.0195	.82735	.325	-.207
INTRUCT	3.0000	1.16109	.057	-1.214
INVOLVE	2.5983	1.04043	.211	-.912
INCENTIVISE	2.4527	1.14029	.564	-.697

RELIABILITY ANALYSIS

Cronbach's alpha is a commonly used method for examining the reliability of individual construct in research (George, 2011). The following table contains all the five variables along with their observed items. The larger Cronbach's α value ensured the internal consistency among the constructs (Nunnally, 1978). All the Cronbach's α values fall within the acceptable range (Table 4). This means that the constructs used in the research are reliable for further analysis.

TABLE 4
CONSTRUCT RELIABILITY ASSESSMENT RESULTS

Constructs	No. of Items	Cronbach's alpha values
INFORM	4	.732
INSPIRE	4	.628
INTRUCT	4	.881
INVOLVE	4	.897
INCENTIVISE	4	.861

CONSTRUCT VALIDITY

A type of validity that addresses the question of what construct or characteristic the scale is measuring. An attempt is made to answer theoretical questions of why a scale works and what deductions can be made concerning the theory underlying the scale. Pearson correlations among the items in each construct show that construct validity is there as the majority of the item correlations are significant at $P<0.01$.

TABLE 5
CORRELATIONS AMONGST THE ITEMS OF INFORM; INSPIRE; INSTRUCT; INVOLVE AND INCENTIVISE

Correlations among inform items

	INFO1	INFO2	INFO3
INFO2	.349**		
INFO3	.383**	.366**	
INFO4	.447**	.409**	.541**

Correlations among inspire items

	INSP1	INSP2	INSP3
INSP2	.234**		
INSP3	.228**	.455**	
INSP4	.112	.363**	.350**

Correlations among instruct items

	INST1	INST2	INST3
INST2	.672**		
INST3	.640**	.756**	
INST4	.612**	.603**	.650**

Correlations among involve items

	INVO1	INVO2	INVO3
INVO2	.729**		
INVO3	.712**	.761**	
INVO4	.579**	.653**	.688**

Correlations among incentivise items

	INCE1	INCE2	INCE3
INCE2	.534**		
INCE3	.609**	.637**	
INCE4	.641**	.557**	.672**

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

MULTICOLLINEARITY TEST

Table 6 shows that lack of autocorrelation among the constructs as multicollinearity can be detected if the VIF (Variance Inflation Factor) value exceeds 10 (Hair *et al.,* 2019), 5 (Rogerson, 2001), 4 (Pan & Jackson, 2008). Here, maximum VIF 3.612 which is in the acceptable level. Tolerance value also falls within the acceptable range (0.10 and 1).

TABLE 6
COLLINEARITY STATISTICS

	Tolerance	VIP
INFO	.398	2.511
INSP	.512	1.954
INST	.408	
INVO	.277	3.612
INCE	.362	2.760

ANALYSIS OF VARIANCE (ANOVA)

A one-way analysis of variance (ANOVA) has been performed to compare mean values of all employee engagement practices including inform, inspire, instruct, involve and incentivise across different demographic groups.

As illustrated in Table 7, the results showed that the mean values of Inform and Instruct activities significantly varies across different rank or title at $p<0.05$. In inform practice, the manager has the highest score (M=3.0431)

and the general manager has the lowest score (M=2.1848). In instruct practice, the manager has the highest score (M=3.3453) and staff has the lowest score (M=2.5441). However, the mean values of inspire, involve, and incentivise are not statistically different among rank or title. The descriptive statistics across rank or title are shown in the appendix A.

TABLE 7
ANOVA RESULTS FOR RANK OR TITLE

		Sum of Squares	df	Mean Square	F	Sig.
INFO	Between Groups	20.714	5	4.143	4.883	.000
	Within Groups	163.742	193	.848		
	Total	184.457	198			
INSP	Between Groups	4.409	5	.882	1.291	.269
	Within Groups	131.824	193	.683		
	Total	136.233	198			
INST	Between Groups	37.669	5	7.534	6.318	.000
	Within Groups	230.140	193	1.192		
	Total	267.810	198			
INVO	Between Groups	6.278	5	1.256	1.154	.333
	Within Groups	209.936	193	1.088		
	Total	216.214	198			
INCE	Between Groups	9.394	5	1.879	1.459	.205
	Within Groups	248.534	193	1.288		
	Total	257.928	198			

As illustrated in Table 8, the results showed that the mean values of Inform and Instruct activities significantly vary across the number of employees the organisation has at $p<0.05$. In inform practice, an organisation with 'less than 10' employees has the highest score (M=3.3137) and organisation with '101-200' employees has the lowest score (M=2.3750). In instruct practice, an organisation with less than 10 employees has the highest score (M=3.5956) and organisation with 'more than 200' employees has the lowest score (M=2.6307). In general, the mean values indicate that as the number of employees increases, employee engagement practices go down. The descriptive statistics across the number of employees are shown in the appendix B.

TABLE 8
ANOVA RESULTS FOR THE NUMBER OF EMPLOYEES

		Sum of Squares	df	Mean Square	F	Sig.
INFO	Between Groups	16.584	5	3.317	3.829	.002
	Within Groups	168.069	194	.866		
	Total	184.653	199			
INSP	Between Groups	.404	5	.081	.115	.989
	Within Groups	135.904	194	.701		
	Total	136.308	199			

INST	Between Groups	31.377	5	6.275	5.144	.000
	Within Groups	236.678	194	1.220		
	Total	268.055	199			
INVO	Between Groups	9.413	5	1.883	1.765	.122
	Within Groups	206.962	194	1.067		
	Total	216.375	199			
INCE	Between Groups	4.360	5	.872	.667	.649
	Within Groups	253.570	194	1.307		
	Total	257.930	199			

As illustrated in Table 9, the results showed that the mean values of Instruct activities significantly varies across gender at $p<0.05$. In addition, mean values of informing and incentivise activities significantly vary across gender at $p<0.10$. In all the practices, the female has the highest score and male has the lowest score. It indicates that employee engagement practices are higher for females than males. The descriptive statistics across gender are shown in the appendix C.

TABLE 9
ANOVA RESULTS FOR GENDER

		Sum of Squares	df	Mean Square	F	Sig.
INFO	Between Groups	3.035	1	3.035	3.362	.068
	Within Groups	176.060	195	.903		
	Total	179.095	196			
INSP	Between Groups	.458	1	.458	.662	.417
	Within Groups	135.087	195	.693		
	Total	135.545	196			
INST	Between Groups	5.472	1	5.472	4.109	.044
	Within Groups	259.700	195	1.332		
	Total	265.172	196			
INVO	Between Groups	.465	1	.465	.427	.514
	Within Groups	212.118	195	1.088		
	Total	212.582	196			
INCE	Between Groups	3.567	1	3.567	2.787	.097
	Within Groups	249.607	195	1.280		
	Total	253.174	196			

As illustrated in Table 10, the results showed that all mean values of employee engagement practices vary across age at $p<0.10$ except inform practice. The comparison of mean values across age indicates that employee engagement practices are higher for young employees than old employees. The descriptive statistics across age are shown in the appendix D.

TABLE 10
ANOVA RESULTS FOR AGE

		Sum of Squares	df	Mean Square	F	Sig.
INFO	Between Groups	6.000	4	1.500	1.637	.166
	Within Groups	178.653	195	.916		
	Total	184.653	199			
INSP	Between Groups	5.908	4	1.477	2.209	.069
	Within Groups	130.399	195	.669		
	Total	136.308	199			
INST	Between Groups	11.226	4	2.806	2.131	.078
	Within Groups	256.829	195	1.317		
	Total	268.055	199			
INVO	Between Groups	8.836	4	2.209	2.076	.085
	Within Groups	207.539	195	1.064		
	Total	216.375	199			
INCE	Between Groups	11.947	4	2.987	2.368	.054
	Within Groups	245.983	195	1.261		
	Total	257.930	199			

As illustrated Table 11, the results showed that the mean values of Instruct activities significantly vary across the age of organisation at $p<0.05$. In addition, mean values of inform and involve activities significantly vary across the age of organisation at $p<0.10$. In instruct practice, an organisation with the age of '21-25' has the highest score (M=3.8333) and with the age of '11-15' has the lowest score (M=2.5658). In general, results indicate that employee engagement practices are higher for organisations with more years of operation than that of fewer years. The descriptive statistics across the age are shown in the appendix E.

TABLE 11
ANOVA RESULTS FOR THE AGE OF THE ORGANISATION

		Sum of Squares	df	Mean Square	F	Sig.
INFO	Between Groups	8.737	5	1.747	1.927	.092
	Within Groups	175.916	194	.907		
	Total	184.653	199			
INSP	Between Groups	5.047	5	1.009	1.492	.194
	Within Groups	131.261	194	.677		
	Total	136.308	199			
INST	Between Groups	14.936	5	2.987	2.290	.047
	Within Groups	253.118	194	1.305		
	Total	268.055	199			

INVO	Between Groups	10.121	5	2.024	1.904	.095
	Within Groups	206.254	194	1.063		
	Total	216.375	199			
INCE	Between Groups	11.374	5	2.275	1.790	.117
	Within Groups	246.556	194	1.271		
	Total	257.930	199			

DISCUSSION

The primary aim of the study was to investigate the perception towards employee engagement practices across different demographic factors such as rank, number of employees, gender, age and age of organisation. The employee engagement practices including inform, inspire, instruct, involve and incentivise developed and tested by Temkin Group are adopted in this research (Lucas & Temkin, 2012). To test the significant difference among the demographic groups, analysis of variance (ANOVA) has been utilised.

The results showed that the mean values of all the employee engagement practices varied across demographic factors. However, some mean values were statistically significant and some were insignificant.

First, mean values across rank or title showed that the manager has the highest score (3.0431) and the general manager has the lowest score (M=2.1848) in inform practice. In addition, the manager has the highest score (M=3.3453) and staff has the lowest score (M=2.5441) in instruct practice. Second, mean values across the number of employees showed that organisations with more employees have lower values than an organisation with fewer employees. It suggests that an organisation with fewer employees can easily implement employee engagement practices effectively and efficiently. However, it becomes difficult for an organisation with more employees.

Third, mean values across gender showed that employee engagement practices are higher for females than males. The finding is in line with Shukla *et al.* (2015) who found that female employees in the organisation were more engaged in their jobs as compared to their male counterparts. Fourth, mean values across age showed that employee engagement practices are higher for younger employees than older employees.

Finally, mean values across the age of organisation showed that employee engagement practices are higher for organisations with more years of age or operation than that of fewer years. It also suggests that organisations with more years of operation have more experience and resources to be allocated for employee engagement practices.

Descriptive analysis of the overall means of inform, inspire, instruct, involve and incentivise indicated the current situation of retail organisations in South Africa regarding employee engagement practices. The overall mean values of inform, inspire, instruct, involve and incentivise denote a poor practice of employee engagement practices. However, the mean value of inspire got the highest score (M=3.0195) followed by instruct (M=3) and the mean value of incentivise got the lowest value (M=2.4527). Therefore, tremendous improvement is required in incentivise practices and more incentive programmes should be launched for the employees. The findings are also supported by past studies of Lucas and Temkin (2012) who found that only 35% of firms received strong scores in employee engagement among 255 large organisations surveyed. They also found the fewest engaged employees in the retail sectors compared to service sectors (Temkin & Lucas, 2013).

Therefore, this study suggests some implications for human resource managers, decision-makers, retail managers regarding effective design and implementation of employee engagement practices.

CONCLUSION AND FURTHER RESEARCH

The primary aim of the research was to examine how the perception varies toward employee engagement practices across different demographic factors such as rank, number of employees, gender, age and age of organisation. Temkin Group's employee engagement practices including inform, inspire, instruct, involve and incentivise has been used in the conceptual framework development. Analysis of variance (ANOVA) has been utilised for testing the hypotheses. Among 210 responses from different people working in various retail organisations, 201 responses have been finalised for analysis. The results showed that the manager has the highest score in inform and instruct practice. General manager and staff have the lowest score in inform and instruct practice respectively. Organisations with more employees have lower values than the organisation with fewer employees. Moreover, employee engagement practices are higher for female and younger employees than male and older employees respectively. Finally, mean values across the age of organisation showed that employee engagement practices are higher for organisations with more years of age or operation than that of fewer years. Descriptive analysis with means also concludes that all the practices need to be improved for better employee engagement. Nevertheless, the study has some limitations. First, it is difficult to generalise the results because of using non-probability convenience sampling procedure. Thus, a probability sampling method which is the representative of the population can be used to generalise the results. Second, more sample size can be used by future researchers for the precision of the result. Third, the study has been conducted on a retail setting. Thus, future research can be conducted in other industries and compare the results. Regardless of these limitations, the present research has contributed toward existing literature by examining employee engagement practices including inform, inspire, instruct, involve and incentivise across different demographic variables.

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APPENDIX A

DESCRIPTIVE STATISTICS ACROSS RANK OR TITLE

		N	Mean	SD	S.E. Lower Bound	95% Confidence Interval for Mean		Mini mum	Maxi mum
						Upper Bound			
INFO	CEO, VP, Director	4	2.8125	.37500	.18750	2.2158	3.4092	2.25	3.00
	Business Owner	1	1.2500	.	.	.	.	1.25	1.25
	Senior Management	36	2.5694	.87955	.14659	2.2718	2.8670	1.00	4.50
	General Management	**23**	**2.1848**	.76869	.16028	1.8524	2.5172	1.33	3.75
	Manager	**118**	**3.0431**	.98244	.09044	2.8640	3.2222	1.00	5.00
	Staff	17	2.5931	.80303	.19476	2.1803	3.0060	1.50	4.00
	Total	199	2.8061	.96519	.06842	2.6712	2.9410	1.00	5.00
INSP	CEO,VP, Director	4	3.0000	.88976	.44488	1.5842	4.4158	2.25	4.25
	Business Owner	1	1.2500	.	.	.	.	1.25	1.25
	Senior Management	36	3.0556	.92603	.15434	2.7422	3.3689	1.75	5.00
	General Management	23	2.8370	.84927	.17709	2.4697	3.2042	1.50	5.00
	Manager	118	3.0777	.80947	.07452	2.9301	3.2253	1.00	5.00
	Staff	17	2.9559	.65691	.15932	2.6181	3.2936	1.75	4.00
	Total	199	3.0247	.82948	.05880	2.9088	3.1407	1.00	5.00
INST	CEO,VP, Director	4	2.5625	1.63777	.81889	-.0436	5.1686	1.50	5.00
	Business Owner	1	1.0000	.	.	.	.	1.00	1.00
	Senior Management	36	2.6458	1.04433	.17405	2.2925	2.9992	1.00	5.00
	General Management	23	2.3152	.98343	.20506	1.8899	2.7405	1.00	4.25
	Manager	**118**	**3.3453**	1.13365	.10436	3.1387	3.5520	1.00	5.00
	Staff	**17**	**2.5441**	.87605	.21247	2.0937	2.9945	1.25	4.25
	Total	199	3.0038	1.16300	.08244	2.8412	3.1663	1.00	5.00
INVO	CEO,VP, Director	4	2.7500	1.62019	.81009	.1719	5.3281	1.25	5.00
	Business Owner	1	2.5000	.	.	.	.	2.50	2.50
	Senior Management	36	2.4514	.84688	.14115	2.1648	2.7379	1.00	4.00
	General Management	23	2.2065	.82796	.17264	1.8485	2.5646	1.00	4.00
	Manager	118	2.7225	1.12745	.10379	2.5169	2.9280	1.00	5.00
	Staff	17	2.5441	.90673	.21991	2.0779	3.0103	1.00	3.75
	Total	199	2.5980	1.04498	.07408	2.4519	2.7441	1.00	5.00
INCE	CEO,VP, Director	4	2.4375	1.08733	.54367	.7073	4.1677	1.50	4.00
	Business Owner	1	1.0000	.	.	.	.	1.00	1.00
	Senior Management	36	2.3611	1.01848	.16975	2.0165	2.7057	1.00	4.75
	General Management	23	2.0109	.92772	.19344	1.6097	2.4120	1.00	3.75
	Manager	118	2.5975	1.21644	.11198	2.3757	2.8192	1.00	5.00
	Staff	17	2.4118	1.01912	.24717	1.8878	2.9357	1.00	4.25
	Total	199	2.4598	1.14135	.08091	2.3002	2.6194	1.00	5.00

APPENDIX B

DESCRIPTIVE STATISTICS ACROSS NUMBER OF EMPLOYEES

		N	Mean	SD	S.E.	95% Confidence Interval for Mean		Minimum	Maximum
					Lower Bound	Upper Bound			
INFO	**<10**	**34**	**3.3137**	.98816	.16947	2.9689	3.6585	1.50	5.00
	11 - 25	35	3.0452	.97797	.16531	2.7093	3.3812	1.00	4.50
	26 - 50	17	2.7451	.48185	.11687	2.4974	2.9928	2.00	3.67
	51-100	14	2.6190	.96172	.25703	2.0638	3.1743	1.25	4.75
	101 - 200	**12**	**2.3750**	.99144	.28620	1.7451	3.0049	1.00	3.75
	>200	88	2.6203	.93940	.10014	2.4212	2.8193	1.00	4.75
	Total	200	2.8083	.96328	.06811	2.6740	2.9427	1.00	5.00
INSP	**<10**	**34**	**3.0907**	.80124	.13741	2.8111	3.3703	1.75	5.00
	11 - 25	35	3.0524	.86179	.14567	2.7563	3.3484	1.00	4.67
	26 - 50	17	3.0686	.71700	.17390	2.7000	3.4373	2.00	4.25
	51-100	14	2.9821	.77500	.20713	2.5347	3.4296	1.50	4.25
	101 - 200	12	3.0417	1.03261	.29809	2.3856	3.6978	1.75	5.00
	>200	**88**	**2.9811**	.84217	.08978	2.8026	3.1595	1.25	5.00
	Total	200	3.0233	.82763	.05852	2.9079	3.1387	1.00	5.00
INST	<10	34	3.5956	1.06247	.18221	3.2249	3.9663	1.50	5.00
	11 - 25	35	3.4000	1.22954	.20783	2.9776	3.8224	1.00	5.00
	26 - 50	17	3.2353	.96206	.23333	2.7407	3.7299	1.75	5.00
	51-100	14	2.8214	1.23034	.32882	2.1111	3.5318	1.00	5.00
	101 - 200	12	2.8333	1.09406	.31583	2.1382	3.5285	1.25	4.50
	>200	88	2.6307	1.07411	.11450	2.4031	2.8583	1.00	5.00
	Total	200	3.0063	1.16061	.08207	2.8444	3.1681	1.00	5.00
INVO	<10	34	2.6691	1.35641	.23262	2.1958	3.1424	1.00	5.00
	11 - 25	35	2.9571	1.17493	.19860	2.5535	3.3607	1.00	4.75
	26 - 50	17	2.7353	.86815	.21056	2.2889	3.1817	1.25	5.00
	51-100	14	2.6250	1.05498	.28196	2.0159	3.2341	1.00	4.25
	101 - 200	12	2.1042	1.04696	.30223	1.4390	2.7694	1.00	3.75
	>200	88	2.4688	.83547	.08906	2.2917	2.6458	1.00	4.25
	Total	200	2.6000	1.04274	.07373	2.4546	2.7454	1.00	5.00
INCE	<10	34	2.6544	1.50506	.25812	2.1293	3.1796	1.00	5.00
	11 - 25	35	2.6429	1.19940	.20273	2.2309	3.0549	1.00	5.00
	26 - 50	17	2.2794	.81912	.19867	1.8583	2.7006	1.00	4.00
	51-100	14	2.3571	1.05482	.28191	1.7481	2.9662	1.00	4.50
	101 - 200	12	2.1875	1.07727	.31098	1.5030	2.8720	1.00	4.50
	>200	88	2.4006	1.02801	.10959	2.1828	2.6184	1.00	5.00
	Total	200	2.4600	1.13848	.08050	2.3013	2.6187	1.00	5.00

APPENDIX C

DESCRIPTIVE STATISTICS ACROSS GENDER

		N	Mean	SD	S.E. Lower Bound	95% Confidence Interval for Mean		Minimum	Maximum
						Upper Bound			
INFO	Male	119	2.7024	.89032	.08162	2.5408	2.8640	1.00	4.75
	Female	78	2.9562	1.03525	.11722	2.7228	3.1896	1.00	4.75
	Total	197	2.8029	.95590	.06811	2.6686	2.9372	1.00	4.75
INSP	Male	119	2.9783	.79985	.07332	2.8331	3.1235	1.00	5.00
	Female	78	3.0769	.87974	.09961	2.8786	3.2753	1.25	5.00
	Total	197	3.0173	.83160	.05925	2.9005	3.1342	1.00	5.00
INST	**Male**	**119**	**2.8739**	1.08333	.09931	2.6773	3.0706	1.00	5.00
	Female	**78**	**3.2147**	1.25468	.14206	2.9319	3.4976	1.00	5.00
	Total	197	3.0089	1.16315	.08287	2.8454	3.1723	1.00	5.00
INVO	Male	119	2.5609	.93483	.08570	2.3912	2.7306	1.00	4.50
	Female	78	2.6603	1.18977	.13471	2.3920	2.9285	1.00	5.00
	Total	197	2.6003	1.04144	.07420	2.4539	2.7466	1.00	5.00
INCE	Male	119	2.3466	1.06420	.09756	2.1535	2.5398	1.00	5.00
	Female	78	2.6218	1.22722	.13896	2.3451	2.8985	1.00	5.00
	Total	197	2.4556	1.13653	.08097	2.2959	2.6153	1.00	5.00

APPENDIX D

DESCRIPTIVE STATISTICS ACROSS AGE

		N	Mean	SD	S.E. Lower Bound	95% Confidence Interval for Mean		Mini mum	Maximum
						U p p e r Bound			
INFO	18-24	5	3.3333	1.04748	.46845	2.0327	4.6340	2.50	5.00
	25-34	66	2.9634	.99841	.12290	2.7179	3.2088	1.25	4.75
	35-44	81	2.7840	.91958	.10218	2.5806	2.9873	1.00	4.50
	45-54	41	2.5386	.93357	.14580	2.2439	2.8333	1.00	4.50
	55-64	7	2.8333	1.07690	.40703	1.8374	3.8293	1.33	4.00
	Total	200	2.8083	.96328	.06811	2.6740	2.9427	1.00	5.00
INSP	18-24	5	3.6500	.74162	.33166	2.7292	4.5708	2.50	4.50
	25-34	66	3.1616	.83601	.10291	2.9561	3.3671	1.50	5.00
	35-44	81	2.9043	.80903	.08989	2.7254	3.0832	1.00	5.00
	45-54	41	2.8984	.80396	.12556	2.6446	3.1521	1.75	4.75
	55-64	7	3.3810	.87117	.32927	2.5753	4.1866	2.25	5.00
	Total	200	3.0233	.82763	.05852	2.9079	3.1387	1.00	5.00
INST	18-24	5	4.2000	.64711	.28940	3.3965	5.0035	3.25	5.00
	25-34	66	3.1553	1.12212	.13812	2.8795	3.4312	1.00	5.00
	35-44	81	2.8519	1.15703	.12856	2.5960	3.1077	1.00	5.00
	45-54	41	2.8963	1.21189	.18927	2.5138	3.2789	1.00	5.00
	55-64	7	3.1786	1.11537	.42157	2.1470	4.2101	1.50	4.25
	Total	200	3.0063	1.16061	.08207	2.8444	3.1681	1.00	5.00
INVO	18-24	5	3.3500	.85878	.38406	2.2837	4.4163	2.00	4.00
	25-34	66	2.7121	1.03240	.12708	2.4583	2.9659	1.00	4.75
	35-44	81	2.5000	.95851	.10650	2.2881	2.7119	1.00	4.50
	45-54	41	2.6585	1.17760	.18391	2.2868	3.0302	1.00	5.00
	55-64	7	1.8214	1.02789	.38850	.8708	2.7721	1.00	3.75
	Total	200	2.6000	1.04274	.07373	2.4546	2.7454	1.00	5.00
INCE	18-24	5	3.1000	1.52684	.68283	1.2042	4.9958	1.50	4.75
	25-34	66	2.6591	1.18048	.14531	2.3689	2.9493	1.00	5.00
	35-44	81	2.3333	1.02088	.11343	2.1076	2.5591	1.00	4.75
	45-54	41	2.4695	1.21217	.18931	2.0869	2.8521	1.00	5.00
	55-64	7	1.5357	.80917	.30584	.7874	2.2841	1.00	3.25
	Total	200	2.4600	1.13848	.08050	2.3013	2.6187	1.00	5.00

APPENDIX E

DESCRIPTIVE STATISTICS ACROSS AGE OF ORGANISATION

		N	Mean	SD	S.E. Lower Bound	95% Confidence Interval for Mean		Minimum	Maximum
						Upper Bound			
INFO	1-5	28	2.7768	.87226	.16484	2.4386	3.1150	1.00	4.25
	6-10	23	2.4239	.90101	.18787	2.0343	2.8135	1.00	3.75
	11-15	19	2.4868	1.03833	.23821	1.9864	2.9873	1.00	5.00
	16-20	12	2.6042	.87554	.25275	2.0479	3.1605	1.25	3.75
	21-25	9	2.9259	.93675	.31225	2.2059	3.6460	1.75	4.50
	25+	109	2.9664	.97494	.09338	2.7813	3.1515	1.25	4.75
	Total	200	2.8083	.96328	.06811	2.6740	2.9427	1.00	5.00
INSP	1-5	28	2.9196	.95514	.18050	2.5493	3.2900	1.00	5.00
	6-10	23	2.8478	.75279	.15697	2.5223	3.1734	1.75	4.50
	11-15	19	2.8860	.74079	.16995	2.5289	3.2430	1.25	3.75
	16-20	12	2.6458	.76469	.22075	2.1600	3.1317	1.75	4.25
	21-25	9	3.3148	.85774	.28591	2.6555	3.9741	2.25	4.50
	25+	109	3.1284	.81630	.07819	2.9735	3.2834	1.25	5.00
	Total	200	3.0233	.82763	.05852	2.9079	3.1387	1.00	5.00
INST	1-5	28	3.1339	1.23881	.23411	2.6536	3.6143	1.00	5.00
	6-10	23	2.7283	.92905	.19372	2.3265	3.1300	1.50	4.50
	11-15	**19**	**2.5658**	1.01667	.23324	2.0758	3.0558	1.00	4.25
	16-20	12	2.5833	.96138	.27753	1.9725	3.1942	1.50	4.50
	21-25	**9**	**3.8333**	1.32288	.44096	2.8165	4.8502	1.25	5.00
	25+	109	3.0872	1.17820	.11285	2.8635	3.3108	1.00	5.00
	Total	200	3.0063	1.16061	.08207	2.8444	3.1681	1.00	5.00
INVO	1-5	28	2.6161	1.03074	.19479	2.2164	3.0157	1.00	4.25
	6-10	23	2.2174	.94239	.19650	1.8099	2.6249	1.00	4.00
	11-15	19	2.4868	.95914	.22004	2.0245	2.9491	1.00	4.50
	16-20	12	2.2292	.83570	.24125	1.6982	2.7601	1.00	4.00
	21-25	9	3.2778	1.19533	.39844	2.3590	4.1966	1.25	4.50
	25+	109	2.6812	1.06440	.10195	2.4791	2.8833	1.00	5.00
	Total	200	2.6000	1.04274	.07373	2.4546	2.7454	1.00	5.00
INCE	1-5	28	2.5446	1.20388	.22751	2.0778	3.0115	1.00	5.00
	6-10	23	2.2717	.99119	.20668	1.8431	2.7004	1.00	4.75
	11-15	19	2.3947	1.18238	.27126	1.8248	2.9646	1.00	5.00
	16-20	12	1.7292	.77209	.22288	1.2386	2.2197	1.00	3.75
	21-25	9	3.0833	1.23111	.41037	2.1370	4.0296	1.50	5.00
	25+	109	2.5183	1.14651	.10982	2.3007	2.7360	1.00	5.00
	Total	200	2.4600	1.13848	.08050	2.3013	2.6187	1.00	5.00