

**The Impact of Employee Engagement on Turnover
Intention;
An Applied Study on The Egyptian Private
Universities**

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Abstract

The present study explores the relationships between Employee Engagement and turnover intention empirically in the higher education sector in Egypt. Based on a survey of academic staff in faculty of Al-Ahram Canadian University, 6th October University, and Masr University, it has been realized that all dimensions of Employee Engagement (vigor, dedication, and absorption) have positive effect on turnover intention.

the research findings provide evidence to suggest that ;It is certain that the higher degree of Employee Engagement in terms of (vigor ,dedication , and absorption) will lead individuals to a lower level of *turnover intention*. It is necessary for organizations to consider the relationship between employee engagement and turnover intention in the formulation implementing and maintaining of their retention strategies

Key words: Employee Engagement; vigor, dedication; absorption and turnover intention.

1-Introduction

To sustain long-term competitive advantage organizations must be aware that employees constitute the most powerful resource for an organization (Huselid, Jackson, & Schuler, 1997). Empirical evidence indicates that organizations that successfully retain their top talent will significantly thrive (Holtom, Mitchell, Lee, & Inderrieden, 2005). Both academics and practitioners believe that human capital is the most valuable asset to an organization, the retention of high skilled talent has always been one of the major challenges (Boswell, Ren, & Hinrichs, 2008) of any organization.

Numerous companies realized that employees represent the leading assets of an organization that can compete with any internal and external organizations in their sectors (Bailey et al., 2016). In modern day business world, employees' requirements go beyond the basic salary, which has shifted the focus of employers to understand the true essence of the employee engagement practices. Employees, in the present context, expect to be engaged in the organizational productivity, meaning their role should contribute and affect the business in a greater sense (Al-dalahmeh et al, 2018). As organizations face globalization, employee engagement is a crucial organizational requirement. To compete, competitors, specially recovering from the global recession to gain competitive advantages (Bailey et al., 2016).

Furthermore, important evidence has finalized that a higher level of employee engagement reduces employee turnover (Maslach, Schaufeli, & Leiter, 2001; Saks, 2006; Schaufeli & Bakker, 2002). In addition, employee engagement has been associated in a positive manner with performance in many areas, including

increased customer satisfaction, profitability , productivity and reduced employee turnover (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012) .

Many may argue that turnover is very costly since it requires an organization to invest a noteworthy amount of its resources to recruit, interview and train new employees (Griffeth & Hom, 2000). Moreover, consequences of high voluntary turnover include lower drive of the remaining employees (Rainey, 2003), loss of organizational memory (Huber, 1991), and low productivity (Johnson, 1995). Therefore, for these reasons, it is vital that organizations understand the factors that influence turnover can help to reduce such occurrences. An individual's intention to leave the organization will be the highest predictor of turnover. Consequently, it becomes very important to identify the turnover intention of employees in order to reduce the actual turnover.

In terms of all academic organization it is important to refer that the future of any universities are greatly dependent on the number, quality and effectiveness of its academic staff (Mwadiani, 2002). The sustainability and quality of any academic institution likewise depends on the quality, intellectual and creative aptitudes and commitments of its academic staff in comparison to other organizations (Ng'ethe, Iravo, & Namusonge, 2012). In this respect it is also important to note that academic staff is an essential and directorial factor in educating future generations .However, present research is aiming at examining the impact of Employee Engagement and Staff members on turnover intention at the private universities in Egypt.

Research Objectives and Feasibility:

Based on the above argument and relevant literature, the present research has twofold objective. **First**, analyzing the relationship between Employee Engagement and Engagement turnover intention. Second, as there is limited literature that shows the relationship between these variables in the context of service sector in Egypt , the present study is representing an attempt to enrich knowledge to the existing body of literature through examining the impact of these variables in the private higher education sector On the practical aspect ,. It will guide managers of the organizations concerned to understand how to build sustainable competitive advantage as partially based on:

- Identifying the concepts of the research variables; that is employee engagement and turnover intention.
- Highlighting the significance of each research variable and their application at private universities in Egypt.
- Exploring the relationship between the Employee Engagement person and Turnover intention at private universities in Egypt
- Suggesting a set of recommendations for retention practices of academic staff.

Problem Statement

Universities rely on their employees' skills, knowledge, competences and capabilities for the effective delivery of services. Therefore an extremely crucial factor for universities is preserving skilled employees (Naris & Ukpere, 2010). It is required for organizations to consider the relationship between employee engagement and turnover intention as relevant to their manpower polices and strategies

The higher the disconnection of workforces, the higher the levels of turnover, sick days, on-the-job accidents and deviant or unethical behaviors. Essentially, employee engagement results are critically important for organizations' competitive advantage. Such organizations benefit from high labor productivity, job satisfaction, lower turnover rates, customer satisfaction, loyalty, etc.

Employee turnover has been and still a significant issue for study (Hom, Lee, Shaw, & Hausknecht, 2017).

Based on a previous research findings in a given private universities in Egypt it has been realized that the number of academic staff has been gradually decreased, which means the turnover of academic staff is increasing (Hegazy, 2018). Therefore, the researcher found out that there is a need to study the relationship between employee engagement and turnover intention. Based on the above, the present research is attempting to answer the following questions:

Q1: What do Employee Engagement and Turnover Intention are all about? And their significance at private universities

Q2: Is there a significant relationship between Employee Engagement and Turnover Intention at private universities in Egypt?

Conceptual framework and Literature review

Having considered the above introduction the following represent the salient results and findings of previous researches and contributions of researchers and scholars. as relevant to the research variables it has been seen relevant to outline the major findings of the previous studies and researches as follows:

Employee Engagement :

(Kahn ,1990) defined engagement as personal engagement. Many researchers have attempted to hypothesize to better understand engagement since. However, since there has been no agreement among researchers on one description of engagement (Schaufeli & Bakker, 2010), used many different terms to conceptualize and study engagement (e.g., work engagement, personal engagement, job engagement, role engagement, and employee engagement). In terms of **work engagement**, it becomes a motivational concept, which means that when one is engaged in one`s work, this engagement nurtures a feeling of motivation to do one`s best to reach a inspiring goal. This means employees `personal commitment to reaching these goals, and a heightened energy and enthusiasm into their work (Schaufeli and Bakker, 2010). Multidimensional motivational ideas depicting the simultaneous investment while **Job engagement** is described as " an individual`s physical, cognitive, and emotional energy in active, full work performance" (Rich,Lepine.&Crawford,2010). **Role Engagement** is defined as "one`s psychological presence in or focus on role activities" with two critical components of attention and absorption. (Rothbard, 2001). Finally, **Personal engagement** has been defined as " the harnessing of organization members` selves to their work in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance"(Kahn, 1990)

Employee engagement is labeled 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" (Kahn, 1990). While (Rothbard ,2001) distinguished employee engagement as a

psychological occurrence that has two acute components: attention (cognitive availability and the amount of time one spends thinking about a role) and absorption (being engrossed in a role and refers to the intensity of one's focus on a role).

In addition to the above (Saks, 2006) attempted to define employee engagement as "a distinct and unique construct that consist of cognitive, emotional and behavioral components that are associated with individual role performance". Moreover (Rashid et al. 2011) specified that employee engagement is the key focus of both business entrepreneurs and academic researchers and. It is closely related to the issue of modern business environment. Employee engagement is proving an important tool for every organization to gain competitive advantages over other organizations.

In this connection other researchers argued that, employee engagement can be associated in a positive manner with performance in many areas, including increased customer satisfaction, profitability & productivity, and reduced employee turnover (Brunetto, Teo, Shacklock, & Farr-Wharton, 2012).

As for the present research is concerned, employee engagement refers to "a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli & Bakker., 2003). **Vigor** Refers to high level of energy and mental resilience while working, the readiness to invest exertion in one's work, and perseverance in the face of difficulties. **Dedication** refers to being involved in one's work, finding significance in one's work, being dared and experiencing sense of enthusiasm, stimulation and pride.

(Takawira, N. et al., 2014) concluded that dedication expressively and negatively predict turnover intention of staff in a higher education institution.

Absorption refers to being fully focused and captivated in one's work, whereby time passes quickly and one has difficulties detaching oneself from work. (Jacobs, 2013). Much like the experience of flow, the absorption component of work engagement represents a feeling of intense attentiveness in which an individual may not experience themselves to be separate from their activity. Absorption, defined by (Rothbard, 2001), and is characterized as how concentrated and happily engrossed one is in their work. It refers to a feeling akin to flow, where time passes by rapidly and people find it difficult to separate themselves from their work (Bakker et al., 2008).

However, since engagement refers to significance, safety, and availability, it can be expected that a high level of engagement generates positive outcomes, organizational achievement and extraordinary financial performance (Richman, 2006). This is comparable with (Kahn, 1990) conceptualization that employee engagement leads to several individual and organizational level outcomes. In addition, numerous studies have noted that engagement has an undesirable association with turnover intention. (Harter et al., 2002) found that engagement was considerably linked to turnover.

Likewise, (Schaufeli and Bakker ,2004), who examined four organizations located in the Netherlands, referred that persons with a high level of engagement are less likely to be involved in turnover behavior likened to those with low engagement. Additionally, recent studies also reported similar findings (Juhdi and Hansaram, 2013), thus settling that engagement significantly predicts turnover intention.

Turnover intention:

Turnover intention is used as an analysis method of whether organization's employees plan to leave their positions or the organization plans to remove employees from their positions. Turnover intention can either be voluntary or involuntary. Voluntary turnover is a state whereby an employee chooses to leave the organization by his own will to pursue a better opportunity in terms of career growth or financially (Tumwesigye, 2010). The cost associated with employee turnover to an organization has been divided into direct and indirect costs. Direct costs include the recruitment and selection costs as well as costs associated with training of new staff while indirect costs of turnover include reduction in confidence among remaining staff, work overload, and loss of social principal (Dess and Shaw, 2001).

Employee turnover has is a substantial subject for numerous researchers and scholars because of its negative results as turnover (Cotton & Tuttle, 1986). Unlike actual turnover, turnover intent is not unambiguous. (Bester, 2012) observed that turnover intention is rarely precisely defined in stated studies. According to him, this practice is probably related to the assumption that people observe the term to be self-explanatory. Many researchers (Faloye, 2014) cited in (Bothma and Roodt, 2013) beheld turnover intention as the final step in the decision-making process before a person actually leaves a workplace.

Turnover intention is defined as the reflection of “the probability that an individual will change his or her job within a certain time period” (Sousa-Poza and Henneberger, 2002; Sousa- Poza, 2007). Moreover (Lacity, Lyer and Rudramuniyaiah 2008) defined turnover intention as ‘the extent to which an employee plans to leave the organization’. According to (Jaros, 1993) turnover

intention reproduces the unceasing also general provocation toward leaving the organization. Reviewing literature of this subject indicates that turnover intention is a multistep process that consists of three components including mental, cognitive, and behavioral dimensions (Takase, 2001). various factors influencing turnover intentions amongst employees by categorizing them into two comprehensive categories ; individual factors and organizational factors.

These factors can be exemplified as follows:

1-Individual factors: leading to turnover intentions discuss the individual characteristics of an employee. These characteristics could be those which are entrenched in the individual, such as personality, or those which are taught, such as skill, ability etc. Numerous researches indicate that several cognitive and non-cognitive factors do influence, directly or indirectly, an employee's intention.

Diverse studies reveal that character effects the perception of an individual. Perception may be demarcated as the process of gaining and reacting to sensory stimuli or data (Bhatnagar et al., 2010). Many have attempted to investigate the relationship between perception and employees intentions to quit the organization. Perceived organizational support is found to be a certain precursor of employee turnover (Eisenberger et al., 1986). More research on this issue long-established that individuals scoring high on Perceived organizational support have a low predisposition to search for or accept jobs in other organizations (Eisenberger et al., 1990). Although organizational support is found to be negatively associated with employee turnover intentions, the relationship established is negligible and further research on this issue needs to be done (Allen et al., 2003).

2- Organizational Factors: One of the vital organizational factors that augment resigning intentions of employees is job stress. Role ambiguity, role-conflict, work-over-load, and work-family conflict among other, generate stress amongst employees. (Wunder et al., 2001) found job stressors to have an undeviating and negative effect on job satisfaction, which, resulted in minimizing organizational commitment that led to intentions of quitting and finally the actual resigning from organization. Furthermore, (Firth et al., 2004) found that the intentions to quit were highly influenced by job dissatisfaction, absence of commitment to the organization, and sense of stress. These factors were predisposed by job-stressors. Nevertheless, (Igarria et al., 1992) observed that stressors do not have a direct influence on intents to quit. They indirectly influence turnover intentions through experience of job stress, lack of social support, job dissatisfaction, and lack of commitment to the organization (Armstrong-Stasen et al., 1994).

Previous research findings (Byrne, 2005) provide support for the high significance of turnover intention in investigating the individual's turnover behavior. Turnover intention captures the individual's perception and evaluation of job alternatives (Mobley et al., 1979). It has been argued by several scholars (Jaros, 1993, Muliawan et al., 2009) that turnover intention can be used as a valid proxy for actual employee's turnover in general.

Organizational studies suggested that intentions to leave are important for organizations and researchers because once people have actually implemented the behavior to quit; there is little likelihood of gaining access to them to understand their prior situation (Juhdi et al., 2013). The causal relationship between turnover intention and actual turnover is well established in the

management literature and the underlying premise is that behavior intent is a practical proxy of actual behavior (Maxwell et al., 2003).

Research Population

The study population represents academic staff and their assistants in Al-Ahram Canadian University, 6th October University, Masr University (N=161) The researcher adopted a complete census which include all the population size (n=161) individuals in the study.

Research Variables and measurements: The research variable can be outlined as follows:

A. The Independent Variable: Employee engagement: Dimensions; (Schaufeli, Salanova, Gonzalez–Roma, and Bakker, 2002) Vigor, Dedication and Absorption.

B. The Dependent Variable: Turnover Intention In terms of measuring the research variables a questionnaire list has been designed as based on the literature review and previous researches .In this respect it might be useful to refer that:

A - Employee Engagement

Employee Engagement will be measured by the UWES (Utrecht Work Engagement Scale), consisting of three sub-scales: Vigor, dedication, and absorption (Schaufeli et al., 2002). Vigor will be measured using six items (e. g., when I get up in the morning, I feel like going to work), dedication was using five items (e.g., my job inspires me), and absorption will be measured using six items (e.g., time flies when I am working).

B - Turnover Intention

Turnover Intention will be measured through three items scale used by (Maxwell K. Hsua, 2003) to assess employee's intent to leave.

- "I think a lot about leaving this organization";
- "I am actively searching for an acceptable alternative to this organization";
- "When I can, I will leave the organization"

c- The researcher weighted the responses of the sample according to the Lickert scale ordinal quintile as follows:

Strongly agree	Agree	Neutral	Disagree	Strongly disagree
5	4	3	2	1

The researcher distributes the range (5-1=4) into five levels, every level=4/5=0.8, then the weighted mean degree of agreement ranges as follows:

Strongly agree	Agree	Neutral	Agree	Strongly disagree
4.20-5	3.40-4.19	2.60-3.39	1.80-2.59	1-1.79

D- The researcher made data entry for computer and used SPSS "Statistical Package in social sciences, and conducted the following analyses

Research Hypotheses

The present research proposes that:

There is no statistically significant relationship between Employee Engagement (vigor, dedication, and absorption) and Turnover Intention at private universities in Egypt

The expected /proposed relationship between the present research variables can be illustrated according to the following figure (1).

Figure (1) expected relationships between the study variables

Independent variables

Dependent variable

Based on the above figure, three sub-hypotheses can be derived:

H1-There is no statistically significant relationship between Employee Engagement (vigor) and Turnover Intention at private universities in Egypt.

H-2There is no statistically significant relationship between Employee Engagement (dedication) and Turnover Intention at private universities in Egypt.

H-3There is no statistically significant relationship between Employee Engagement (absorption) and Turnover Intention at private universities in Egypt.

Reliability Analysis Research finding

The research finding can be outlined as follows:

First: Reliability Analysis:

the reliability test has been measured through the scale Cronbach's Alpha, the value of Alfa ranges between zero and one, if there is no stability in the data, the value of this parameter equal to zero, and on the contrary, if there is complete stability in the data, the value of this parameter equal to the one, and if this measure has equaled or increased from 0.60, then it is possible to rely on the results of the study. The result realized from the analysis can be outlined as follows table (1) shows the relationship between the deferent parties of the questioner

Table (1): The reliability measures on the parties of the questionnaire

Honesty (*)Coefficient	Alfa Reliability Coefficient	# of questions	Description	Section
0.960	0.921	5	Vigor	One
0.982	0.965	5	Dedication	Two
0.965	0.932	5	Absorption	Three
0.895	0.801	5	Turnover intention	Four

(*) **Honesty coefficient is the square root of reliability coefficient**

From the table, it is clear that the value of Alfa is (0.921, 0.965, 0.932, 0.801) concerning the sections of the questionnaire (Vigor, Dedication, Absorption, and Turnover intention) respectively, which reflected on honesty coefficient and its value was (0.960, 0.982, 0.965, 0.895) respectively. This is mean that questionnaire is reliable, and we can depend on the results obtained from this questionnaire.

Second: Internal consistency

Internal consistency means the consistency of each phrase of the survey with the dimension to which that phrase belongs. The researcher calculated the internal consistency by calculating the correlation coefficient between each of the survey phrases and the general mean of the dimension to which that phrase belongs. The following is the internal consistency of the questionnaire phrases:

1-Vigor

The following table (2) shows the correlation between the phrases of "Vigor" and the general mean of the dimension:

Table (2): Correlation between the phrases of "Vigor" and the mean of dimension:

X1 Vigor Variables	
.852**	X1_1 At my work I feel like bursting with energy
.936**	X1_2 At my job I feel strong and vigorous
.881**	X1_3 When I get up in the morning, I feel I'd like to go to work
.802**	X1_4 I can continue to work for long periods of time
.897**	X1_5 At my job, I am mentally resilient
**. Correlation is significant at the 0.01 level (2-tailed).	

The table shows that the correlation coefficients ranged (0.802 to 0.936) and that they are significant at the level of ($\alpha = 0.01$) concerning terms of the dimension "Vigor", which means that the dimension measures what the researcher wants to measure.

2-Dedication

The following table (3) shows the correlation between the terms of "Dedication" and the general mean of the dimension:

Table (3): Correlation between the terms of (Dedication) and the mean of the dimension

X2 Dedication	Variables
.898**	X2_1 I find the work that I do meaningful and purposeful
.934**	X2_2 I am enthusiastic about my job
.949**	X2_3 My job inspires me
.965**	X2_4 I am proud of the work that I do
.945**	X2_5 My job is challenging enough
**. Correlation is significant at the 0.01 level (2-tailed).	

The table shows that the correlation coefficients ranged (0.898 to 0.965) and that they are significant at the level of ($\alpha = 0.01$) concerning terms of the dimension “Dedication”, which means that the dimension measures what is wanted to be measured.

3-Absorption

The following table (4) shows the correlation between the terms of "Absorption" and the general mean of the dimension:

Table (4): The correlation coefficient between the terms of (Absorption) and general the mean of the dimension

X3 Absorption	Variables
.858**	X3_1 Times flies when I am at work
.924**	X3_2 When I work, I forget everything else around me
.868**	X3_3 I feel happy when I work intensively
.870**	X3_4 I am impressed in my work
.912**	X3_5 It is difficult to detach myself from my job

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

The table shows that the correlation coefficients ranged (0.858 to 0.924) and that they are significant at the level of ($\alpha = 0.01$) concerning terms of the dimension “Absorption”, which means that the dimension measures what the researcher wants to measure.

4-Turnover intention

The following table (5) shows the correlation between the terms of "Turnover intention" and the general mean of the dimension:

Table (5): The correlation coefficient between the terms of (Turnover intention) and general the mean of the dimension

Turnover intention	Variables
.726**	Y_1 I often think about quitting my job
.861**	Y_2 It is likely that I will actively look for a new organization to work for
.837**	Y_3 I intend to leave this organization for another one as soon as I can
.806**	Y_4 I will probably not stay at the same organization until I reach retirement
.507**	Y_5 I have the most appropriate job among the available opportunities

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

The table shows that the correlation coefficients ranged (0.507 to 0.861) and that they are significant at the level of ($\alpha = 0.01$) concerning terms of the dimension “Turnover intention”, which means that the dimension measures what the to be measured.

Third: Descriptive Analysis

We apply descriptive analysis to describe the variables of the questionnaire in terms of central tendency and dispersion, applying this to the sections of the study, the results are as following:

Vigor

To determine the importance of "Vigor" from the perspective of the sample, we conduct descriptive statistics (mean, relative mean, Standard deviation, coefficient of variation), and the results as follow:

Table (6): The descriptive statistics concerning "Vigor"

Order	Agreement	C.V ^(*)	Std. Deviation	Relative mean	Mean	Variables
	Agree	33.5	1.20	71.3	3.56	Vigor (Overall mean)
1	Agree	32.8	1.24	75.8	3.79	.At my work I feel like bursting with energy
2	Agree	35.0	1.28	73.4	3.67	.At my job I feel strong and vigorous
4	Agree	40.1	1.39	69.2	3.46	.When I get up in the morning, I feel I'd like to go to work
3	Agree	38.5	1.38	71.8	3.59	.I can continue to work for long periods of time
5	Neutral	46.8	1.55	66.0	3.30	5.At my job, I am mentally resilient

(*) C.V (Coefficient of variation) = Standard deviation / mean * 100.

Based on the above table it is evident that the responses toward "Vigor" (in general) tend to "Agree" which means that it reaches to the acceptable level from the perspective of the research population, since the mean of responses is 3.56, and the coefficient of variation is 33.5%, which means that the degree of agreement is 66.5%, this indicates that there is an agreement between the respondents.

In terms of the phrases, the degree of agreement is "Agree" concerning phrases ("At my work I feel like bursting with energy", "At my job I feel strong and vigorous", "I can continue to work for long periods of time", "When I get up in

the morning, I feel I'd like to go to work") i.e. these reached to the acceptable level, since the mean of responses are 3.79, 3.67, 3.59, 3.46 respectively, while the degree of agreement is "Neutral" concerning phrase (At my job, I am mentally resilient), since the mean response is 3.3. i.e. it doesn't reach to the acceptable level. The following figure(2) shows the importance of "Vigor".

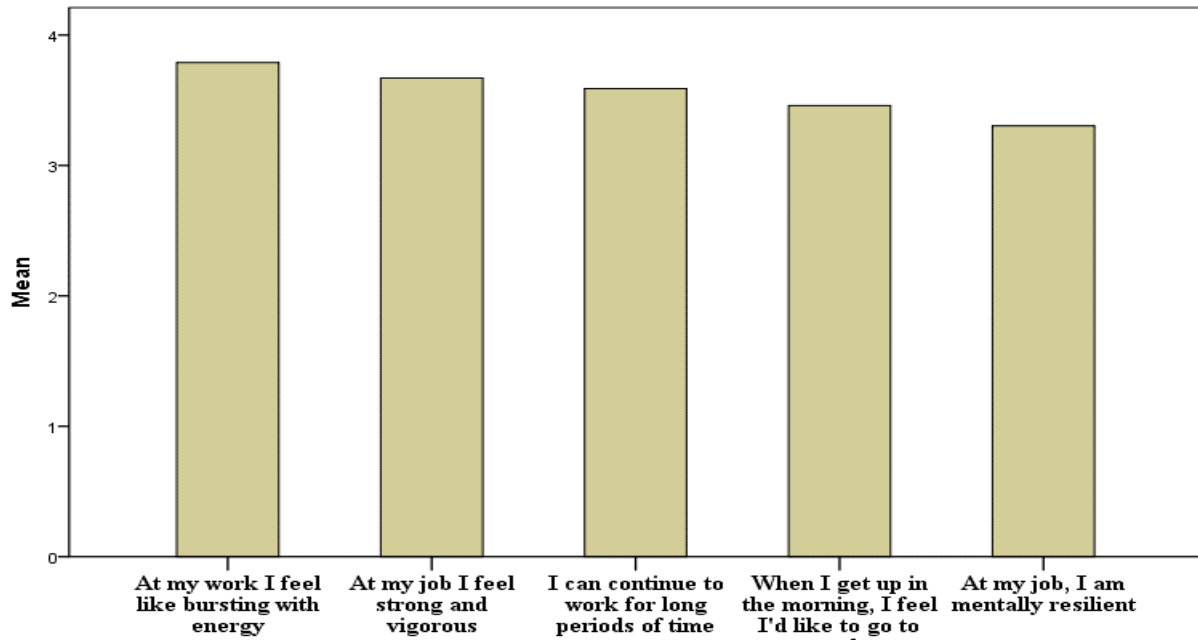


Figure (2): the calculated mean of research population responses concerning "Vigor"

Dedication

To determine the importance of "Dedication" from the perspective of the sample, we conduct descriptive statistics (mean, relative mean, Standard deviation, coefficient of variation), and the results can be displayed in the following table (7):

Table (7): The descriptive statistics concerning "Dedication"

Order	Agreement	C.V ^(*)	Std. Deviation	Relative mean	Mean	Variables
	Agree	29.4	1.19	81.1	4.06	Dedication (Overall mean)
3	Agree	27.4	1.13	82.6	4.13	. I fine the work that I do meaningful and purposeful
4	Agree	34.3	1.33	77.6	3.88	.I am enthusiastic about my job
2	Agree	31.4	1.30	82.8	4.14	.My job inspires me
1	Strongly agree	28.9	1.23	85.4	4.27	.I am proud of the work that I do
5	Agree	34.8	1.35	77.6	3.88	.My job is challenging enough

(*) C.V (Coefficient of variation) = Standard deviation / mean * 100.

Based on the above table it is evident that: the responses of the respondent toward "Dedication" (in general) tend to "Agree". this means that it reached the acceptable level from the perspective of the sample since the mean of responses is 4.06, and the coefficient of variation is 29.4% which means that the degree of agreement is 70.6% which indicates that there is an agreement between the respondents.

Concerning the phrases, the responses tend to "Strongly Agree" concerning phrase (I am proud of the work that I do) i.e. it is highly accepted from the perspective of the respondents , since the mean of responses are 4.27, while the responses tend to "Agree" concerning phrases ("My job inspires me",

"I find the work that I do meaningful and purposeful", "I am enthusiastic about my job", " My job is challenging enough") which means that they reached to the acceptable level form perspective of the research population , since the mean responses are (4.14, 4.13, 3.88, 3.88) respectively.

The following figure shows the importance of "Dedication".

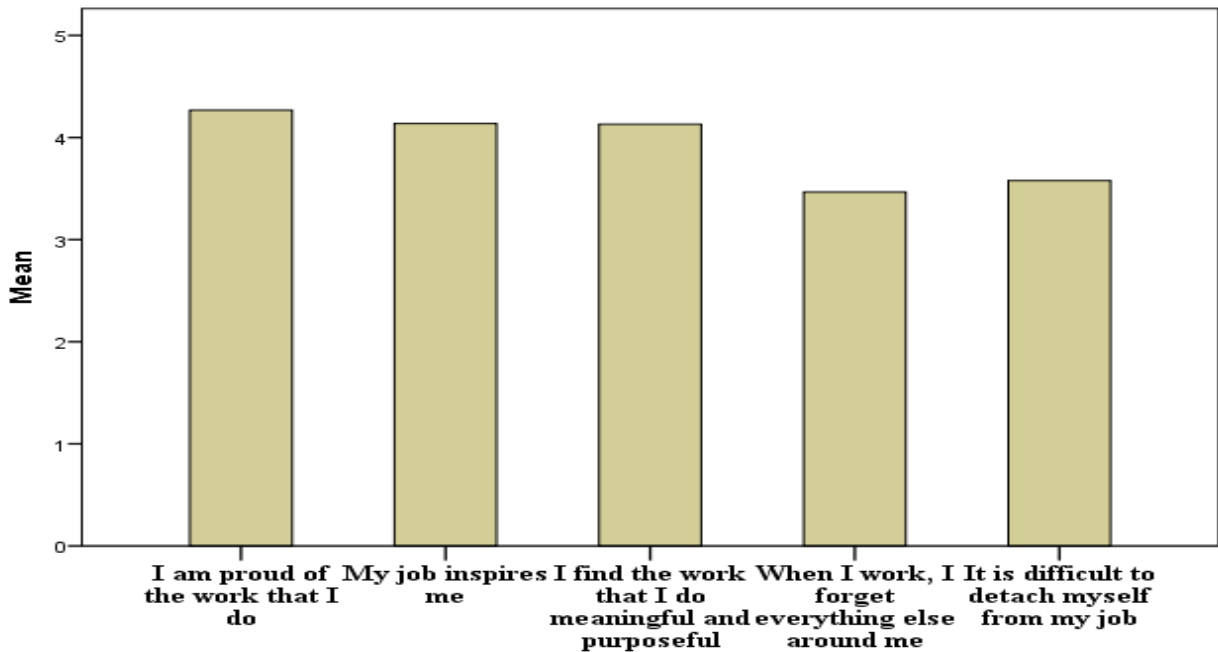


Figure (3): the calculated mean of responses concerning "Dedication"

Absorption

To determine the importance of "Absorption" from the perspective of the respondents, a descriptive statistical analysis has been conducted (mean, relative mean, Standard deviation, coefficient of variation), and the realized results can be outlined as follows:

(a)table (8) displays The descriptive statistics concerning "Absorption

Table (8): The descriptive statistics concerning "Absorption"

Order	Agreement	C.V^(*)	Std. Deviation	Relative mean	Mean	Variables
	Agree	34.7	1.19	68.5	3.42	X3 Absorption (Overall mean)
4	Neutral	41.5	1.40	67.4	3.37	X3_1 Times flies when I am at work
3	Agree	38.5	1.34	69.4	3.47	X3_2 When I work, I forget everything else around me
5	Neutral	40.3	1.29	63.8	3.19	X3_3 I feel happy when I work intensively
2	Agree	36.1	1.27	70.4	3.52	X3_4 I am impressed in my work
1	Agree	39.1	1.40	71.6	3.58	X3_5 It is difficult to detach myself from my job

(*) C.V (Coefficient of variation) = Standard deviation / mean * 100.

Based on the above table it is evident that: the responses toward "Absorption" (in general) tend to "Agree" from the perspective of the respondents, which means that it reaches to the acceptable level, since the mean of responses is 3.42, and the coefficient of variation is 34.7% which means that the degree of agreement is 65.3% which indicates that there is an agreement between the respondents.

Concerning the phrases, the degree of agreement is "Agree" concerning phrases ("It is difficult to detach myself from my job", "I am impressed in my work", "When I work, I forget everything else around me") which means that they reach to the acceptable level from the perspective of the sample, since the

mean of responses are (3.58, 3.52, 3.47), while the degree of agreement is "Neutral" concerning phrases ("Times flies when I am at work", "I feel happy when I work intensively") which means that they do not reach to the acceptable level, since the mean responses are (3.37, 3.19) respectively.

(b) The following figure(4) shows the importance of "Absorption".

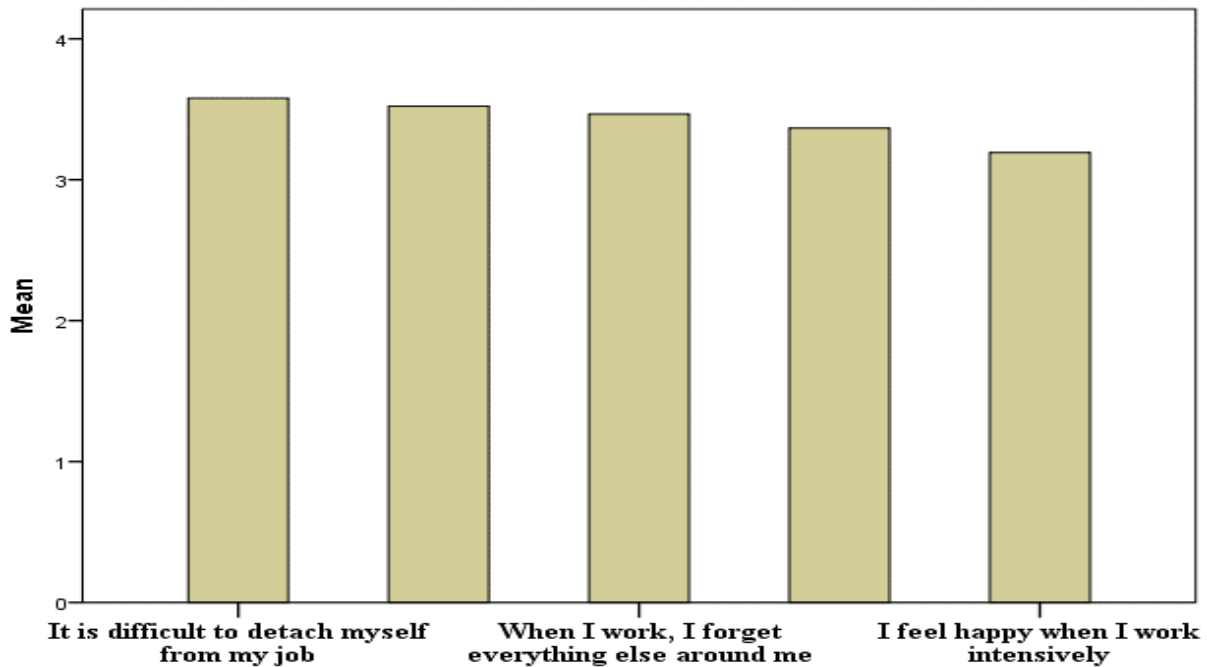


Figure (4): the calculated mean of respondent's responses concerning "Absorption"

Turnover intention

To determine the importance of "Turnover intention" from the perspective of the sample, we conduct descriptive statistics (mean, relative mean, Standard deviation, coefficient of variation), and the results are shown in table(9)and figure (5) as follows:

Table (9): The descriptive statistics concerning "Turnover intention"

Order	Agreement	C.V (*)	Std. Deviation	Relative mean	Mean	Variables
	Neutral	41.6	1.15	55.2	2.76	Y Turnover intension (overall mean)
5	Disagree	62.4	1.48	47.3	2.37	Y_1 I often think about quitting my job
4	Disagree	62.3	1.48	47.6	2.38	Y_2 It is likely that I will actively look for a new organization to work for
3	Disagree	60.2	1.48	49.3	2.47	Y_3 I intend to leave this organization for another one as soon as I can
2	Neutral	55.2	1.70	61.6	3.08	Y_4 I will probably not stay at the same organization until I reach retirement
1	Agree	43.7	1.53	70.2	3.51	Y_5 I have the most appropriate job among the available opportunities

(*) C.V (Coefficient of variation) = Standard deviation / mean * 100

Based on the above table it is evident that: "Turnover intention" (in general) is moderate from the perspective of the sample since the mean of responses is 2.76 which means that the responses tend to "Neutral", and the coefficient of variation is 41.6% which means that the degree of agreement is 58.4% which indicates that there is an agreement between the respondents.

With regard to the phrases, the degree of agreement is "Agree" concerning phrase (I have the most appropriate job among the available opportunities) since the mean of responses are 3.51 which means that it reaches to the acceptable level, and the degree of agreement is "Neutral" concerning phrase (I will probably not stay at the same organization until I reach retirement) since the

mean responses is 3.8, while the responses of the sample tend to "Disagree" concerning phrases ("I intend to leave this organization for another one as soon as I can", "It is likely that I will actively look for a new or Organization to work for", " I often think about quitting my job")since the mean responses are 2.47, 2.48, 2.47 respectively, which means the respondents do not agree about that.

The following figure shows the importance of "Turnover intention".

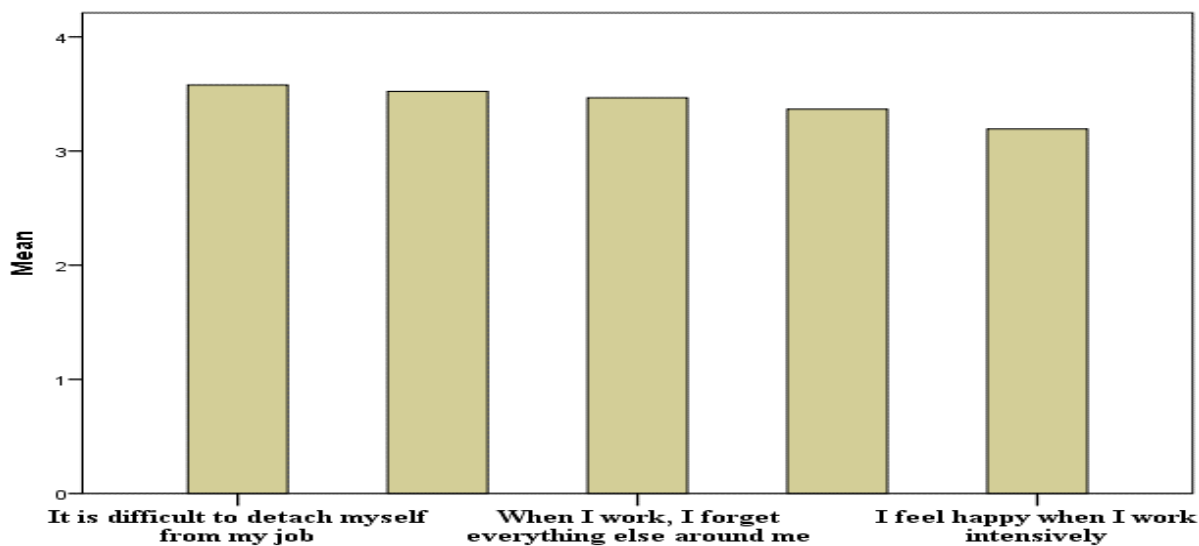


Figure (5) the computed mean of respondents responses concerning "Turnover intention"

Fourth: Testing the hypothesis

As the research hypotheses refers to there is a statistically significant relationship between employee engagement (Vigor, Dedication, absorption) and turnover intension,

To test this hypothesis, correlation analysis, multiple regression analyses, stepwise regression analysis have been conducted .the result can be outlined as follows:

Correlation analysis

To test the relations between variables we conduct correlation analysis between variables, table (10) provides the results :

Table (10): correlation analysis between variables

Y Turnover Intension	X3 Absorption	X2 Dedication	X1 Vigor	
-.422**	.782**	.805**	1	X1 Vigor
-.293**	.799**	1		X2 Dedication
-.299**	1			X3 Absorption
1				Y Turnover Intension
**. Correlation is significant at the 0.01 level (2-tailed) Based on the above table it is evident that:				

The table shows that there is a statistically significant **negative** relationship between (turnover intension), and (Vigor, Dedication, Absorption) ($r=-.422$, $-.293$, $-.299$) respectively, at 0.01 significant level. So there is a moderate significant negative relationship between "Vigor" and "Turnover intention", while there is a small significant negative relationship between "Dedication", "Absorption" and "Turnover intention"

Also the table shows statistically significant positive relationship between (vigor and dedication) ($r=0.8.5$), between (vigor and absortion) ($r=.782$), between (dedication and absorption ($r=.799$)). i.e. the relationships between independent variable are large. The following scatter plot highlights the relationships between the variables":

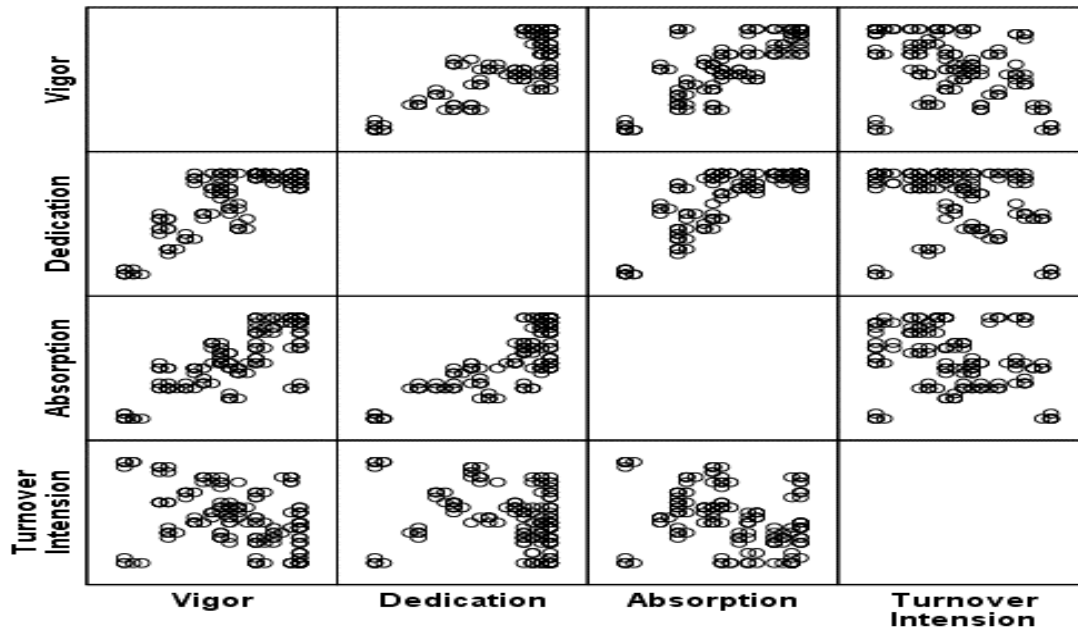


Figure (6) Scatter plot between the variables

Multiple regression analysis

In these respect, The following table(11) shows multiple regression analysis between "Vigor", "Dedication", "Absorption" as independent variables and "Turnover intention" as dependent:

Table (11) Results of multiple regression analysis

Sig.	T	Standardized		B	Variables
		Beta	Std. Error		
.000	13.699		.296	4.049	(Constant)
.000	-4.087-	-.539-	.127	-.518-	X1 Vigor
.389	.865	.118	.132	.114	X2 Dedication
.829	.216	.028	.126	.027	X3 Absorption

F test = 11.836 Sig.=0.000

R square = 0.184

From the table (11) it could be argued that the model suffers from multicollinearity (interrelationships between independent variables) problem due to the following reasons:

A-The Variables X2 "Dedication", X3 "Absorption" have no significant effect on turnover intention ($T=0.865$, $Sig=0.389$), ($T=0.216$, $Sig.=0.829$) respectively.

b-The signs of the parameters concerning the variables concerning the X2 "Dedication", X3 "Absorption" are positive ($B= 0.114$, 0.027) respectively, in spite of their relations with turnover intention are negative ($r= -.293$, $-.299$) respectively. So we do not accept the model because it suffers from multicollinearity problem.

Stepwise Regression Analysis

To overcome the problem of multi collinearity stepwise regression has been used , since it enters in the regression equation the only significant variables, the following table(12) the result :

Table (12) the results of stepwise regression analysis

Dependent Variable: Turnover intension						
F test		Multip		T test		Independe
P-		le	P-	T		nt
Value	F	R²	R	Value	Coefficients	Variables
0.000	34.4	0.178	0.422	0.000	16.2	$\alpha = 4.204$
				0.000	-5.9	$\beta = -0.405$
						Constant
						Vigor

Based on the above table it is evident that: The stepwise regression entered only the variable "Vigor" as an independent variable because it has significant effect on the dependent variable "Turnover intension", and it deleted

the variables "Dedicated" and "Absorption" because they are highly correlated with "Vigor". i.e. they add small value to R^2 since R^2 before deleting these variable was 0.184 from the previous multiple regression (with the three variables "Vigor, Dedication", "Absorption"), and R^2 from stepwise regression after deleting ("Dedication" and "Absorption") and entering "Vigor" only was 0.178, so the difference is small (0.006).

Testing the significant of the model (F test)

The model is significant since ($F= 34.4$, $P\text{-value}<0.01$) which means that there is a significant effect of "Vigor" as an independent variable on "Turnover intention" as dependent variable.

After estimating the parameters of the regression model the formulation of the regression equation is as the following:

$$\text{Turnover intention} = 4.204 + 0.405 * \text{Vigor} + \varepsilon$$

Where: ε refers to random error.

Based on the equation it can be concluded that:

- The minimum value of "Turnover intention" is 4.204 (constant) which the value when "Vigor" = zero. It means that if there is no "Vigor", "Turnover intension" are high, i.e. "Vigor" is very important to limit "Turnover intension".
- There is a **negative** relationship between "Vigor" and "Turnover intention" since ($\beta=-0.405$) which indicates the strength or degree of influence, means that when "Vigor" increases by (1 degree), it will follow by decreasing the rate of "Turnover intention" by (0.405) degree.

Testing the significant of the dependent variable (T test)

It is clear from the T test that ($T=16.2$, $P\text{-Value}<0.001$) for "Constant" and ($T=-5.9$, $P\text{-Value}<0.001$) for the "Vigor" which confirms that the independent variables are significant at 0.01 level.

The explanatory power of the model (R square)

The value of ($R^2 = 0.178$) which means that (17.8%) from the changes at "Turnover intension" explained by "Vigor".

Testing the normal distribution of the residual:

To test the normal distribution of the residual, we plot the histogram and normal probability plots, and obtained the following figures:

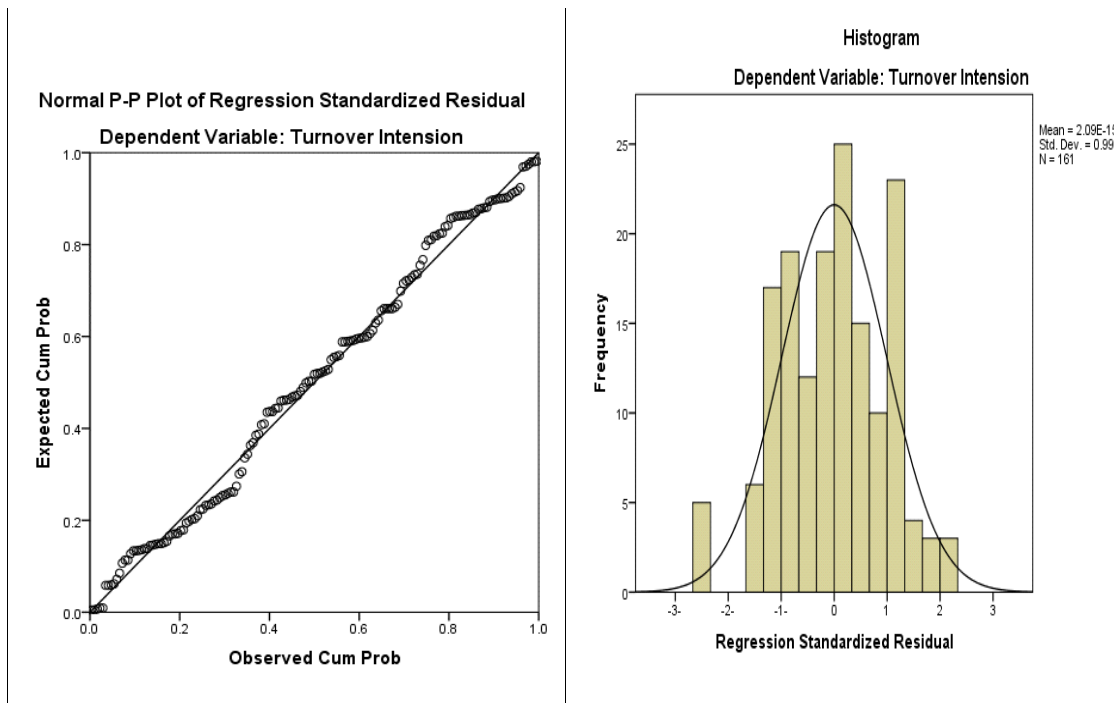


Figure (7) Histogram and probability plot of the residual

According to figure (7) it becomes clear that residual is normal distributed.

Eventually, in the light of the foregoing analysis it has been evident that there is relationship between employment

Conclusion and recommendations

The researcher adopted a complete census from the population of study (academic staff and their assistants in Al-Ahram Canadian University, 6th October University, Masr University) and after analyzing data, he obtained the following results:

- Based on the reliability analysis the value of Cronbach's alpha is (0.921, 0.965, 0.932, 0.801) concerning the sections of the questionnaire (Vigor, Dedication, Absorption, and Turnover intention) respectively, which reflected on honesty coefficient and its value was (0.960, 0.982, 0.965, 0.895) respectively. This is mean that questionnaire is reliable, and we can depend on the results obtained from this questionnaire. The correlation coefficients between phrases and the sections belong to, showed internal consistency.
- Through describing the dimensions of the study it can be concluded that:
 - a- the dimension "**Vigor**" in general, the responses tend to "Agree" from the perspective of the sample, phrases ("At my work I feel like bursting with energy", "At my job I feel strong and vigorous", "I can continue to work for long periods of time", "When I get up in the morning, I feel I'd like to go to work") tend to "Agree", i.e. they reached to the acceptable level, while the phrase (At my job, I am mentally resilient) tend to "Neutral", i.e. it doesn't reach to acceptable level.
 - B- the dimension "**Dedication**" in general, the responses tend to "Agree" from the perspective of the sample, responses toward phrase (I am proud of the work that I do) tend "Strongly agree", while the responses toward phrases ("My job inspires me", "I find the work that I do meaningful and purposeful", "I am enthusiastic about my job", " My job is challenging enough") tend to "Agree".
 - C- the dimension "**Absorption**" in general, the responses tend to "Agree" from the perspective of the sample, responses toward phrases ("It is difficult to detach myself from my job", "I am impressed in my work", "When I work, I forget everything else around me") tend to "Agree", while the degree of agreement is "Neutral" concerning phrases ("Times flies when I am at work", "I feel happy when I work intensively").

- D- the dimension "**Turnover intention**" in general, the responses tend to "Neutral" which means that it is moderate from the perspective of the sample, responses toward phrase (I have the most appropriate job among the available opportunities) tend to "Agree", while the degree of agreement is "Neutral" concerning phrase (I will probably not stay at the same organization until I reach retirement), the sample does not accept phrases ("I intend to leave this organization for another one as soon as I can", "It is likely that I will actively look for a new organization to work for", " I often think about quitting my job") since the response tend to "Disagree".
- E-the researcher rejects the study hypotheses "There is a statistically significant relationship between employee engagement (Vigor, Dedication, absorption) and turnover intension ", for these reasons"
- F- the correlation analysis and refers that there is a statistically significant negative relationship between (turnover intension), and (vigor, Dedication, absorption) (**r=-.422, -.293, -.299**) respectively, at 0.01 significant level. So there is a moderate significant negative relationship between "Vigor" and "Turnover intention", while there is a small significant negative relationship between "Dedication", "Absorption" and "Turnover intention". Also the table shows statistically significant positive relationship between (vigor and dedication) (**r=0.8.5**), between (vigor and absorption) (**r=.782**), between (dedication and absorption (**r=.799**)). i.e. the relationships between independent variable are large.
- J- as relevant to multiple regression analysis, it has been demonstrated that the model suffers from multi collinearity problem (The significant correlation between the independent variables), so we do not accept the model.

- H- stepwise regression analysis has been used to overcome the problem of multi collinearity, then it entered only the variable "Vigor" as an independent variable because it has significant effect on the dependent variable "Turnover intention", and it deleted the variables "Dedicated" and "Absorption" because they are highly correlated with "Vigor".

- I-The regression model according to the stepwise regression is:

Turnover intention = 4.204 + 0.405*Vigor + ε, where ε refers to random error.

This is addition to this The model is significant

Recommendation

In the light of the study results, the can researcher recommends that:

1-As the study discovered that the turnover intention is moderate at the population of study, it is required to improve the motivating factors that decrease turnover intention to improve employees' efficiency and ability about the aspects of their jobs

2-The study findings support that the employee engagement has significant negative impact on turnover intention, i.e. employee engagement decreases turnover intention, so there is a need to improve the strategies to ensure the high employee engagement.

3- To improve the vigor of employees through improving the environment of the work, since it has the highest significant negative impact on turnover intention. Moreover it is necessary to improve the mental flexibility of the employees through assign staff to meaningful and purposeful work.

4-It is necessary to encourage employees to feel efficient, strong, energetic and high-energy while performing work through the incentives associated with production. To provide room for them to express their ideas and suggestions,

concerning the problems through discussions and meeting to improve the working environment.

- It is important to strengthen means of communication between the staff and their managers, and decision makers to discuss complaints about work, and try to solve these problems.
- This research proposed that future research could empirically examine the proposed model by testing it in different areas, sectors and regions. Moreover, future studies may include other behavioral constructs, to extend and verify the proposed framework
- future research needs to apply qualitative approach such as in depth interview to examine the extent of role Employee Engagement on turnover intention.

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