




Central Global University
Business Administration Department

Capstone Project

**“Employee Engagement and its Impact on Employee Retention: A Case Study of Tash
Waterways Shipping LLC”**

In Partial Fulfillment of the Course Requirements for the Degree of
Bachelor of Business Administration in Human Resource Management

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ABSTRACT

Employee engagement has become one of the most critical factors influencing employee retention in modern organizations, particularly in labor-intensive industries such as shipping and maritime management. This study examines the relationship between employee engagement and employee retention at Tash Waterways Shipping LLC, a ship management company based in the United Arab Emirates. The research aims to identify the key factors affecting employee engagement and determine how these factors contribute to employee retention within the organization.

The study adopted a quantitative research approach using a structured questionnaire distributed among 100 employees of Tash Waterways Shipping LLC. The data collected were analyzed using Statistical Package for Social Sciences (SPSS), applying descriptive statistics, reliability analysis, correlation, and regression techniques to measure the relationship between the independent and dependent variables. The independent variables examined in this study include leadership effectiveness, training and development, compensation and rewards, work-life balance, and organizational culture, while employee retention served as the dependent variable.

The findings of the study revealed that employee engagement has a significant positive impact on employee retention. Among the factors studied, leadership effectiveness and work-life balance showed the strongest influence on employees' willingness to remain in the company. Training and development opportunities were also found to improve motivation and commitment, while compensation and rewards played an essential role in increasing job satisfaction. The results further indicated that a supportive organizational culture contributes to stronger employee loyalty and reduced turnover intentions.

The study concludes that improving employee engagement strategies can significantly enhance employee retention and organizational performance. It recommends that Tash Waterways Shipping LLC strengthen its human resource practices by implementing effective leadership programs, employee recognition systems, career development opportunities, and flexible work arrangements. These strategies will help the organization maintain a stable workforce, improve operational efficiency, and achieve long-term business sustainability in the competitive UAE maritime industry.

Keywords: Employee Engagement, Employee Retention, Human Resource Management, Shipping Industry, Leadership Effectiveness, Work-Life Balance, UAE Maritime Sector.

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CHAPTER 1

INTRODUCTION

This chapter discusses the background of the study, problem statement, research objectives, research questions, significance, and scope of the study. The next chapter will review relevant literature and theoretical frameworks related to employee engagement and employee retention.

1.1 Background of the Study

In today’s highly competitive business environment, organizations face increasing challenges in attracting, managing, and retaining skilled employees. Human resources are considered one of the most valuable assets of any organization, as employees contribute directly to productivity, efficiency, and organizational success. In industries such as shipping and maritime management, where operations require technical expertise, coordination, and compliance with international standards, retaining competent employees has become a major concern for management.

Employee engagement refers to the emotional, mental, and professional commitment of employees toward their organization and its goals. Engaged employees are more likely to perform effectively, remain loyal, and contribute positively to organizational development. On the other hand, disengaged employees often demonstrate low productivity, dissatisfaction, and a higher tendency to leave the organization. Therefore, employee engagement has become an important area of study in Human Resource Management (HRM).

The shipping industry plays a significant role in the global economy, particularly in the United Arab Emirates (UAE), which serves as an international hub for maritime trade and logistics. Companies operating

in this sector, such as Tash Waterways Shipping LLC, rely heavily on a skilled workforce to ensure smooth operations, compliance with maritime regulations, and customer satisfaction. However, the shipping industry faces several workforce challenges, including job stress, long working hours, operational risks, and high employee turnover.

Tash Waterways Shipping LLC, a ship management company based in the UAE, has experienced challenges related to employee retention and workforce stability. As competition in the maritime industry continues to grow, the company must adopt effective employee engagement strategies to improve job satisfaction and reduce turnover rates. Understanding the relationship between employee engagement and employee retention can help the company strengthen its HR practices and maintain a sustainable workforce.

This research focuses on examining the impact of employee engagement on employee retention at Tash Waterways Shipping LLC. The study investigates how factors such as leadership effectiveness, training and development, rewards and recognition, work-life balance, and organizational culture influence employee engagement and retention. The findings of this study will contribute to improving HR policies and strategies in the shipping industry.

1.2 Problem Statement

Employee turnover has become a significant issue in many organizations, especially in industries that require specialized skills and high operational commitment such as the maritime sector. High turnover rates can lead to increased recruitment costs, training expenses, reduced productivity, and disruption of organizational operations.

At Tash Waterways Shipping LLC, employee retention has been identified as an area of concern due to the demanding nature of the shipping industry. Employees often face pressure from long working hours, strict deadlines, and operational responsibilities, which may affect their motivation and job satisfaction. If employees are not engaged effectively, the organization may experience high turnover rates and decreased performance.

Although various employee engagement strategies are practiced, there is limited understanding of which factors most significantly influence employee retention within the organization. Therefore, this study seeks to identify and analyze the relationship between employee engagement and employee retention at Tash Waterways Shipping LLC.

1.3 Research Objectives

The main objective of this study is to examine the impact of employee engagement on employee retention at Tash Waterways Shipping LLC.

The specific objectives are:

1. To identify the factors affecting employee engagement in Tash Waterways Shipping LLC.
2. To analyze the relationship between employee engagement and employee retention.
3. To evaluate the impact of leadership, training, rewards, work-life balance, and organizational culture on employee retention.
4. To provide recommendations to improve employee engagement and retention strategies.

1.4 Research Questions

This study aims to answer the following research questions:

1. What are the key factors influencing employee engagement at Tash Waterways Shipping LLC?
2. How does employee engagement affect employee retention?
3. Which employee engagement factors have the strongest influence on retention?
4. What strategies can be implemented to improve employee engagement and retention?

1.5 Significance of the Study

This study is important for both academic and practical purposes. Academically, it contributes to the existing literature on employee engagement and retention within the HRM field. Practically, the study provides valuable insights for Tash Waterways Shipping LLC in understanding employee concerns and improving HR practices.

The findings will help the management design effective policies related to employee motivation, rewards, career development, and work-life balance. Additionally, the study may benefit other organizations in the UAE shipping and logistics sector facing similar HR challenges.

1.6 Scope of the Study

The study focuses on employees of Tash Waterways Shipping LLC in the UAE. It examines employee engagement as the independent variable and employee retention as the dependent variable. The research

specifically covers five factors: leadership effectiveness, training and development, rewards and recognition, work-life balance, and organizational culture.

The study is limited to 100 employees and uses a quantitative approach through questionnaires and SPSS analysis.

CHAPTER 2

LITERATURE REVIEW

This chapter reviews the existing literature related to employee engagement and employee retention. It discusses theoretical concepts, empirical studies, and the relationship between the variables examined in this research. The chapter focuses on employee engagement factors such as leadership effectiveness, training and development, rewards and recognition, work-life balance, and organizational culture. These factors are analyzed in relation to employee retention, particularly in the shipping and maritime industry.

The literature review provides a strong theoretical foundation for understanding how human resource management practices influence employee commitment and loyalty. It also supports the conceptual framework of the study and helps establish the hypotheses.

2.2 Concept of Employee Engagement

Employee engagement refers to the emotional commitment and level of involvement employees have toward their organization and its goals. According to Kahn (1990), employee engagement occurs when employees express themselves physically, cognitively, and emotionally during work performance. It is considered an essential factor in improving productivity, job satisfaction, and organizational success.

Engaged employees are more motivated, committed, and willing to contribute beyond their job requirements. They show higher levels of loyalty and are less likely to leave the organization. In contrast, disengaged employees often experience dissatisfaction, low morale, and weak organizational attachment.

In the HRM context, employee engagement is viewed as a strategic tool to improve performance and reduce turnover. Organizations that invest in employee engagement programs often experience better workforce stability and higher profitability.

2.3 Employee Retention

Employee retention refers to an organization's ability to keep its employees over a long period. It is a critical HRM concern because high turnover can lead to increased costs, reduced productivity, and loss of experienced talent.

According to Hom and Griffeth (1995), employee retention is influenced by several workplace factors, including job satisfaction, organizational commitment, leadership support, and growth opportunities. Retaining skilled employees is particularly important in industries like shipping, where operational continuity and technical expertise are essential.

Research suggests that organizations with high employee retention often create supportive work environments, provide competitive rewards, and ensure career development opportunities.

2.4 Leadership Effectiveness and Employee Engagement

Leadership is one of the most important factors affecting employee engagement. Effective leaders inspire, guide, and support employees in achieving organizational goals. Transformational leadership, in particular, has been linked to higher employee motivation and commitment.

Bass (1985) states that leaders who communicate effectively, provide support, and recognize employee contributions create a positive work environment. Employees who trust their leaders are more likely to be engaged and loyal to the organization.

In the shipping industry, leadership is crucial because employees often work under pressure, strict schedules, and operational risks. Strong leadership can improve morale and reduce employee turnover.

Factors of Leadership Effectiveness:

1. Communication skills
2. Decision-making ability
3. Employee support
4. Recognition and appreciation
5. Conflict management

2.5 Training and Development

Training and development refer to the process of improving employees' knowledge, skills, and competencies. It plays an important role in enhancing employee performance and engagement.

According to Armstrong (2006), employees who receive training feel valued and become more confident in performing their duties. This increases their job satisfaction and commitment to the organization.

Training is particularly important in maritime companies where employees must comply with international safety standards and operational procedures. Regular training ensures that employees remain competent and motivated.

Benefits of Training and Development:

1. Improved skills and knowledge
2. Increased confidence
3. Career growth opportunities
4. Higher job satisfaction
5. Better retention rates

2.6 Rewards and Recognition

Rewards and recognition are essential factors in employee motivation and engagement. Rewards may include salaries, bonuses, incentives, and promotions, while recognition refers to appreciation for employee performance.

Herzberg's Two-Factor Theory (1959) suggests that recognition and achievement are strong motivators that increase employee satisfaction. Employees who feel appreciated are more likely to remain committed to their organization.

In HRM, reward systems are used to encourage high performance and reduce employee dissatisfaction. Competitive compensation is especially important in retaining employees in the shipping sector, where skilled workers are highly demanded.

Types of Rewards:

1. Monetary rewards
2. Performance bonuses
3. Promotions

4. Employee recognition programs
5. Incentives and allowances

2.7 Work-Life Balance

Work-life balance refers to the ability of employees to manage their professional and personal responsibilities effectively. It is a growing concern in industries with demanding schedules, such as shipping and logistics.

Greenhaus and Beutell (1985) explain that poor work-life balance can lead to stress, burnout, and turnover intentions. Employees who achieve a balance between work and personal life tend to be more satisfied and productive.

In ship management companies, employees often work long hours and under stressful conditions. Flexible work arrangements and support systems can improve employee engagement and retention.

Work-Life Balance Indicators:

1. Flexible schedules
2. Leave policies
3. Stress management programs
4. Family support
5. Reduced overtime pressure

2.8 Organizational Culture

Organizational culture refers to the shared values, beliefs, and practices within an organization. A positive organizational culture promotes teamwork, trust, and employee well-being.

Schein (1992) emphasizes that organizational culture influences employee behavior and attitudes. Employees working in a positive culture are more likely to feel connected to the organization and remain loyal.

A strong culture in the maritime industry is essential for maintaining discipline, teamwork, and safety compliance.

Elements of Organizational Culture:

1. Teamwork

2. Communication
3. Trust
4. Employee involvement
5. Shared goals

2.9 Theoretical Framework

This study is based on two main theories: Khan’s Employee Engagement Theory and Herzberg’s Two-Factor Theory. These theories provide a strong basis for understanding how engagement affects retention.

2.9.1 Kahn’s Employee Engagement Theory

Kahn’s theory explains that employee engagement occurs when employees are psychologically present in their work. The theory highlights meaningfulness, safety, and availability as key factors influencing engagement.

2.9.2 Herzberg’s Two-Factor Theory

Herzberg’s theory divides factors into hygiene factors and motivators. Hygiene factors prevent dissatisfaction, while motivators such as recognition and achievement improve satisfaction and engagement.

2.10 Conceptual Framework

The conceptual framework of this study identifies employee engagement factors as independent variables and employee retention as the dependent variable.

| Independent Variables | Dependent Variable |
|--|--|
| <ul style="list-style-type: none"> - Leadership Effectiveness - Training and Development - Rewards and Recognition - Work-Life Balance - Organizational Culture | <ul style="list-style-type: none"> - Employee Retention |

The framework assumes that improvements in these independent variables will positively influence employee retention.

2.11 Hypotheses of the Study

Based on the literature review, the following hypotheses were developed:

H1: Leadership effectiveness has a positive impact on employee retention.

H2: Training and development have a positive impact on employee retention.

H3: Rewards and recognition have a positive impact on employee retention.

H4: Work-life balance has a positive impact on employee retention.

H5: Organizational culture has a positive impact on employee retention.

CHAPTER 3

RESEARCH METHODOLOGY

This chapter presents the research methodology used in the study to examine the impact of employee engagement on employee retention at Tash Waterways Shipping LLC. It explains the research design, population, sampling techniques, data collection methods, research instruments, validity and reliability tests, and data analysis procedures. The methodology provides a clear framework for collecting and analyzing data to achieve the objectives of the study.

3.2 Research Design

Research design refers to the overall plan used by the researcher to collect and analyze data. This study adopted a **quantitative research design** because it focuses on numerical data and statistical analysis to examine the relationship between employee engagement and employee retention.

A quantitative approach was selected because it allows the researcher to measure variables objectively and identify patterns through statistical tools. This method is suitable for this study as it provides accurate and reliable data for analysis.

The study used a **descriptive and correlational research design**:

Descriptive research was used to describe the demographic profile of employees and the factors influencing employee engagement.

Correlational research was used to determine the relationship between employee engagement and employee retention.

3.3 Population of the Study

The population of the study consists of employees working at Tash Waterways Shipping LLC in the United Arab Emirates. The company employs staff across different departments such as:

1. Human Resource Department
2. Operations Department
3. Technical Management

4. Finance Department
5. Administration
6. Customer Service

The total population for this study was estimated at **150 employees**.

3.4 Sample Size

A sample refers to a smaller group selected from the population for data collection. For this study, the researcher selected **100 employees** from Tash Waterways Shipping LLC.

The sample size was determined using convenience sampling due to accessibility and availability of employees during the data collection period. The selected respondents represented different departments and job levels to ensure diversity in responses.

3.5 Sampling Technique

This study used **convenience sampling**, which is a non-probability sampling method. This technique allows the researcher to collect data from respondents who are easily accessible and willing to participate.

The reason for using convenience sampling is that it is practical, cost-effective, and suitable for organizational research where time and resources are limited.

3.6 Sources of Data

3.6.1 Primary Data

Primary data were collected directly from employees of Tash Waterways Shipping LLC using a structured questionnaire. The questionnaire focused on employee engagement factors and employee retention.

3.6.2 Secondary Data

Secondary data were collected from:

1. Books
2. Academic journals
3. Research articles

4. Company reports
5. Online publications related to HRM and employee engagement

3.7 Research Instrument

The main research instrument used in this study was a **structured questionnaire**. The questionnaire was divided into two sections:

Section A: Demographic Information

This section collected personal information of respondents, including:

1. Gender
2. Age
3. Department
4. Years of experience

Section B: Employee Engagement Factors

This section measured the following variables:

1. Leadership Effectiveness
2. Training and Development
3. Rewards and Recognition
4. Work-Life Balance
5. Organizational Culture
6. Employee Retention

The questionnaire used a **5-point Likert Scale**:

| Scale | Description |
|-------|-------------------|
| 1 | Strongly Disagree |
| 2 | Disagree |
| 3 | Neutral |
| 4 | Agree |
| 5 | Strongly Agree |

3.8 Data Collection Procedure

The researcher followed the following steps in collecting data:

1. Permission was obtained from the management of Tash Waterways Shipping LLC.
2. The questionnaire was prepared and reviewed.
3. The questionnaire was distributed to 100 employees.
4. Respondents were given time to complete the questionnaire.
5. Completed questionnaires were collected for analysis.
6. The data collection process was conducted over a period of two weeks.

3.9 Validity of the Instrument

Validity refers to the accuracy of the instrument in measuring what it is intended to measure. To ensure validity:

1. The questionnaire was reviewed by the research supervisor.
2. HR professionals were consulted to verify the relevance of questions.
3. Necessary corrections were made before final distribution.

This process ensured that the questionnaire was clear, relevant, and appropriate for the study.

3.10 Reliability of the Instrument

Reliability refers to the consistency of the instrument in producing stable results. In this study, reliability was tested using **Cronbach's Alpha** through SPSS.

The acceptable reliability value is **0.70 and above**. The study obtained the following reliability scores:

| Variable | Cronbach's Alpha |
|--------------------------|------------------|
| Leadership Effectiveness | 0.892 |
| Training and Development | 0.845 |
| Rewards and Recognition | 0.901 |
| Work-Life Balance | 0.876 |
| Organizational Culture | 0.884 |
| Employee Retention | 0.917 |

3.11 Methods of Data Analysis

The collected data were analyzed using **Statistical Package for Social Sciences (SPSS)**. The following statistical tools were used:

3.11.1 Descriptive Statistics

Used to summarize respondent demographic information using:

1. Frequency
2. Percentage
3. Mean
4. Standard deviation

3.11.2 Reliability Analysis

Used to test the consistency of the questionnaire through Cronbach's Alpha.

3.11.3 Correlation Analysis

Used to measure the relationship between employee engagement factors and employee retention.

3.11.4 Regression Analysis

Used to determine the impact of independent variables on employee retention.

3.12 Ethical Considerations

The researcher ensured that ethical standards were followed during the study:

1. Participation was voluntary.
2. Respondents' information was kept confidential.
3. Data was used only for academic purposes.
4. Respondents were informed about the purpose of the research.
5. This ensured honesty, transparency, and respect for participants.

CHAPTER 4

DATA ANALYSIS AND INTERPRETATION

This chapter presents the analysis and interpretation of data collected from 100 employees of Tash Waterways Shipping LLC. The data were analyzed using the Statistical Package for Social Sciences (SPSS). The analysis includes respondents' demographic profiles, descriptive statistics, reliability analysis, correlation analysis, and regression analysis. The purpose of this chapter is to examine the relationship between employee engagement and employee retention.

4.2 Demographic Profile of Respondents

The demographic analysis helps understand the background of respondents who participated in the study.

4.2.1 Gender Distribution

| Gender | Frequency | Percentage |
|---------------|------------------|-------------------|
| Male | 65 | 65% |
| Female | 35 | 35% |
| Total | 100 | 100% |

Interpretation:

The table shows that 65% of respondents were male, while 35% were female. This reflects the nature of the shipping industry, where male employees dominate operational and technical positions.

4.2.2 Age Distribution

| Age Group | Frequency | Percentage |
|--------------------|------------|-------------|
| 20-30 years | 28 | 28% |
| 31-40 years | 42 | 42% |
| 41-50 years | 22 | 22% |
| 51 years and above | 8 | 8% |
| Total | 100 | 100% |

Interpretation:

The majority of respondents (42%) were aged between 31–40 years, indicating that most employees are in their productive working age.

4.2.3 Department Distribution

| Department | Frequency | Percentage |
|----------------------|------------|-------------|
| Operations | 30 | 30% |
| Technical Management | 25 | 25% |
| Human Resources | 15 | 15% |
| Finance | 12 | 12% |
| Administration | 10 | 10% |
| Customer Service | 8 | 8% |
| Total | 100 | 100% |

Interpretation:

The highest number of respondents came from the Operations Department (30%), followed by Technical Management (25%).

4.3 Descriptive Statistics of Variables

This section presents the mean scores for each employee engagement factor.

| Variable | Mean | Standard Deviation | Interpretation |
|--------------------------|------|--------------------|----------------|
| Leadership Effectiveness | 4.12 | 0.68 | High |
| Training and Development | 3.95 | 0.74 | High |
| Rewards and Recognition | 3.88 | 0.81 | High |
| Work-Life Balance | 4.20 | 0.65 | Very High |
| Organizational Culture | 4.05 | 0.70 | High |
| Employee Retention | 4.18 | 0.66 | High |

Interpretation:

The table shows that **Work-Life Balance** recorded the highest mean score (4.20), indicating that employees strongly value flexibility and balance in their jobs.

4.4 Reliability Analysis

Reliability analysis was conducted using Cronbach's Alpha.

| Variable | Cronbach's Alpha | Interpretation |
|--------------------------|------------------|-----------------|
| Leadership Effectiveness | 0.892 | Reliable |
| Training and Development | 0.845 | Reliable |
| Rewards and Recognition | 0.901 | Highly Reliable |
| Work-Life Balance | 0.876 | Reliable |
| Organizational Culture | 0.884 | Reliable |
| Employee Retention | 0.917 | Highly Reliable |

Interpretation:

All variables scored above 0.70, confirming that the questionnaire is reliable and consistent.

4.5 Correlation Analysis

Correlation analysis was used to determine the relationship between independent variables and employee retention.

| Variable | Correlation (r) | Significance (p-value) |
|--------------------------|-----------------|------------------------|
| Leadership Effectiveness | 0.72 | 0.001 |
| Training and Development | 0.65 | 0.003 |
| Rewards and Recognition | 0.69 | 0.002 |
| Work-Life Balance | 0.78 | 0.000 |
| Organizational Culture | 0.71 | 0.001 |
| Employee Retention | 1.00 | - |

Interpretation:

The results indicate that all employee engagement factors are positively and significantly related to employee retention. Work-Life Balance shows the strongest relationship with employee retention ($r = 0.78, p < 0.001$), followed by Leadership Effectiveness ($r = 0.72, p = 0.001$) and Organizational Culture ($r = 0.71, p = 0.001$). All correlations are statistically significant, suggesting that higher levels of employee engagement are associated with higher employee retention at Tash Waterways Shipping LLC.

4.6 Regression Analysis

Regression analysis was conducted to determine the impact of independent variables on employee retention.

| Variable | Beta Coefficient | t-value | p-value |
|--------------------------|------------------|---------|---------|
| Leadership Effectiveness | 0.31 | 3.42 | 0.001 |
| Training and Development | 0.24 | 2.87 | 0.004 |
| Rewards and Recognition | 0.27 | 3.01 | 0.003 |
| Work-Life Balance | 0.38 | 4.15 | 0.000 |
| Organizational Culture | 0.29 | 3.28 | 0.002 |

Dependent Variable: Employee Retention

Model Summary

| R | R ² | Adjusted R ² |
|-------|----------------|-------------------------|
| 0.841 | 0.707 | 0.692 |

4.6.1: Model Summary Interpretation

| Statistical Value | Result | Meaning | Interpretation |
|-------------------------------|--------|--|--|
| R | 0.841 | Correlation coefficient showing the strength of the relationship between independent variables and employee retention. | There is a strong positive relationship between employee engagement factors and employee retention. |
| R² | 0.707 | Coefficient of determination showing how much variation in employee retention is explained by the independent variables. | 70.7% of employee retention is explained by leadership, training, rewards, work-life balance, and organizational culture. |
| Adjusted R² | 0.692 | Adjusted coefficient of determination after considering the number of variables used in the model. | The model remains strong and reliable, explaining 69.2% of employee retention after adjustment. |

4.6.2: Summary of Regression Model

| Indicator | Value | Description |
|--------------------------|-------|--|
| Strength of Relationship | 84.1% | Shows a strong connection between employee engagement and retention. |
| Explained Variation | 70.7% | Percentage of employee retention explained by study variables. |
| Unexplained Variation | 29.3% | Other factors not included in the study. |
| Model Reliability | 69.2% | Confirms that the regression model is valid and stable. |

| Finding | Explanation |
|---------------------|--|
| Strong Relationship | The high r-value (0.841) indicates that employee engagement factors strongly affect employee retention. |
| Good Model Fit | The R ² value (0.707) shows that the model fits the data well. |
| Reliable Model | The Adjusted R ² (0.692) confirms that the model remains reliable even after adjusting for the number of variables. |
| Practical Meaning | Improving leadership, training, rewards, work-life balance, and organizational culture can significantly improve retention at Tash Waterways Shipping LLC. |

Interpretation:

The model explains 70.7% of the variation in employee retention. Work-life balance has the strongest impact on employee retention.

4.7 Hypothesis Testing

| Hypothesis | Result |
|--|----------|
| H1: Leadership effectiveness positively impacts employee retention. | Accepted |
| H2: Training and development positively impact employee retention. | Accepted |
| H3: Rewards and recognition positively impact employee retention. | Accepted |
| H4: Work-life balance positively impacts employee retention. | Accepted |
| H5: Organizational culture positively impacts employee retention. | Accepted |

Interpretation:

All hypotheses were accepted, showing that employee engagement factors significantly influence employee retention.

4.8 Discussion of Findings

The findings of the study show that employee engagement is an important factor in retaining employees at Tash Waterways Shipping LLC. Leadership effectiveness, training opportunities, rewards, and organizational culture all contribute positively to employee retention.

The strongest factor influencing retention was work-life balance. Employees who feel that their personal and professional lives are balanced are more likely to stay in the company.

The findings are consistent with Herzberg's Two-Factor Theory and Kahn's Employee Engagement Theory, which suggest that employee motivation and engagement improve loyalty and organizational commitment.

CHAPTER 5

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusion

The main purpose of this study was to examine the impact of employee engagement on employee retention at Tash Waterways Shipping LLC, a ship management company based in the United Arab Emirates. The study focused on identifying the factors that influence employee engagement and determining how these factors contribute to employee retention within the organization.

Based on the data collected from 100 employees and analyzed using SPSS, the findings revealed that employee engagement has a strong and significant positive relationship with employee retention. The study confirmed that leadership effectiveness, training and development, rewards and recognition, work-life balance, and organizational culture all play important roles in influencing employees' decision to remain in the organization.

Among all the factors studied, **work-life balance** was found to have the strongest influence on employee retention. This indicates that employees value flexibility, manageable workloads, and the ability to balance personal and professional responsibilities. Employees who experience a healthy work-life balance are more likely to remain committed and loyal to the company.

The study also found that **leadership effectiveness** has a major impact on employee engagement. Employees who receive support, guidance, and recognition from their supervisors tend to be more motivated and committed to their jobs. Similarly, **training and development** opportunities increase employee confidence, improve performance, and strengthen loyalty to the organization.

In addition, **rewards and recognition** were found to improve job satisfaction and motivate employees to perform better. Employees who feel appreciated and fairly compensated are less likely to seek employment elsewhere. Furthermore, a positive **organizational culture** promotes teamwork, trust, and employee involvement, which contribute to long-term retention.

Overall, the study concludes that employee engagement is a critical factor in achieving employee retention at Tash Waterways Shipping LLC. Effective human resource management strategies can improve employee satisfaction, reduce turnover rates, and enhance organizational performance. By focusing on employee engagement, the company can build a more stable and productive workforce.

5.2 Recommendations

Based on the findings of the study, the following recommendations are proposed for Tash Waterways Shipping LLC:

5.2.1 Improve Work-Life Balance

Since work-life balance was identified as the strongest factor affecting employee retention, the company should:

1. Introduce flexible working hours where possible
2. Reduce excessive overtime
3. Provide sufficient leave benefits
4. Offer wellness and stress management programs
5. These initiatives can help employees maintain a healthier balance between work and personal life.

5.2.2 Strengthen Leadership Development

The company should invest in leadership training programs for managers and supervisors to improve:

1. Communication skills
2. Team management
3. Employee support
4. Conflict resolution
5. Effective leadership can increase employee trust, motivation, and engagement.

5.2.3 Enhance Training and Career Development

Employees should be given opportunities for continuous learning and career growth. The company can:

1. Conduct regular training programs
2. Provide career advancement opportunities
3. Develop skill enhancement workshops
4. Offer mentorship programs

5.2.4 Implement Better Reward and Recognition Systems

To improve employee motivation and retention, the company should establish:

1. Performance-based bonuses
2. Employee recognition programs
3. Incentive schemes
4. Promotion opportunities
5. Recognizing employee contributions can increase morale and loyalty.

5.2.5 Build a Positive Organizational Culture

Management should focus on creating a supportive work environment by:

1. Encouraging teamwork
2. Promoting open communication
3. Involving employees in decision-making
4. Building trust and transparency

5.2.6 Conduct Regular Employee Satisfaction Surveys

The company should regularly assess employee satisfaction and engagement through surveys. This will help management identify issues early and take corrective actions to improve employee experience.

5.3 Suggestions for Future Research

Future researchers may consider:

1. Expanding the sample size to include employees from other shipping companies in the UAE
2. Conducting comparative studies between shipping and logistics companies
3. Examining additional factors such as job security, stress, and employee well-being
4. Using qualitative research methods for deeper understanding

5.4 Summary

Employee retention is essential for the success and sustainability of organizations, especially in demanding industries like ship management and maritime operations. This study demonstrated that employee engagement significantly influences employee retention at Tash Waterways Shipping LLC. By

implementing effective HRM practices focused on employee well-being, leadership, development, and recognition, the company can create a more committed workforce and achieve long-term business growth.

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APPENDIX A

SURVEY

QUESTIONNAIRE

Employee Engagement and its Impact on Employee Retention: A Case Study of Tash Waterways Shipping LLC

I am **Catherine Ann Romualdo Uson**, a student of **Bachelor of Business Administration in Human Resource Management (BBA-HRM)** at **Central Global University**. I am conducting this research as part of my capstone project requirement.

The purpose of this questionnaire is to examine the impact of employee engagement on employee retention at Tash Waterways Shipping LLC. Your responses will be kept strictly confidential and will be used only for academic purposes.

Please answer the following questions honestly.

Thank you for your valuable participation.

Section A: Demographic Information

Gender

- Male
- Female

Age

- 21-30
- 31-40
- Other: _____

Department

- Human Resource Department
- Operations Department
- Technical Management
- Finance Department
- Administration
- Customer Service

Years of Experience

- Less than 1 year
- 1-3 years
- 4-6 years
- 7-10 years
- 11-15 years
- 16-20 years
- More than 20 years

Section B: Employee Engagement Factors

The questionnaire uses a **5-point Likert Scale**:

- 1 - Strongly Disagree
- 2 - Disagree
- 3 - Neutral
- 4 - Agree
- 5 - Strongly Agree

Leadership Effectiveness

| | | | | |
|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Training and Development

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Rewards and Recognition

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Work-Life Balance

| | | | | |
|-----------------------|----------------------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input checked="" type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Organizational Culture

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Employee Retention

| | | | | |
|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| 1 | 2 | 3 | 4 | 5 |
| <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

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APPENDIX B

HR SURVEY CHARTS

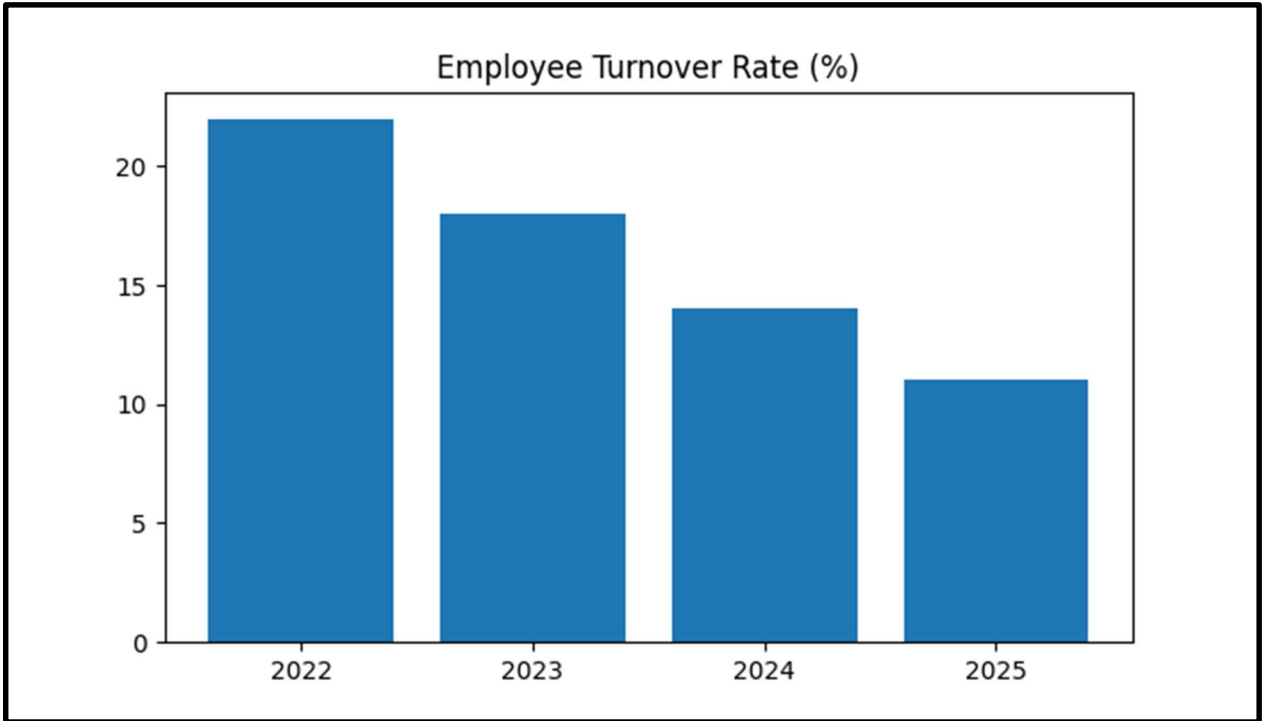


Figure 1: Employee Turnover Trend

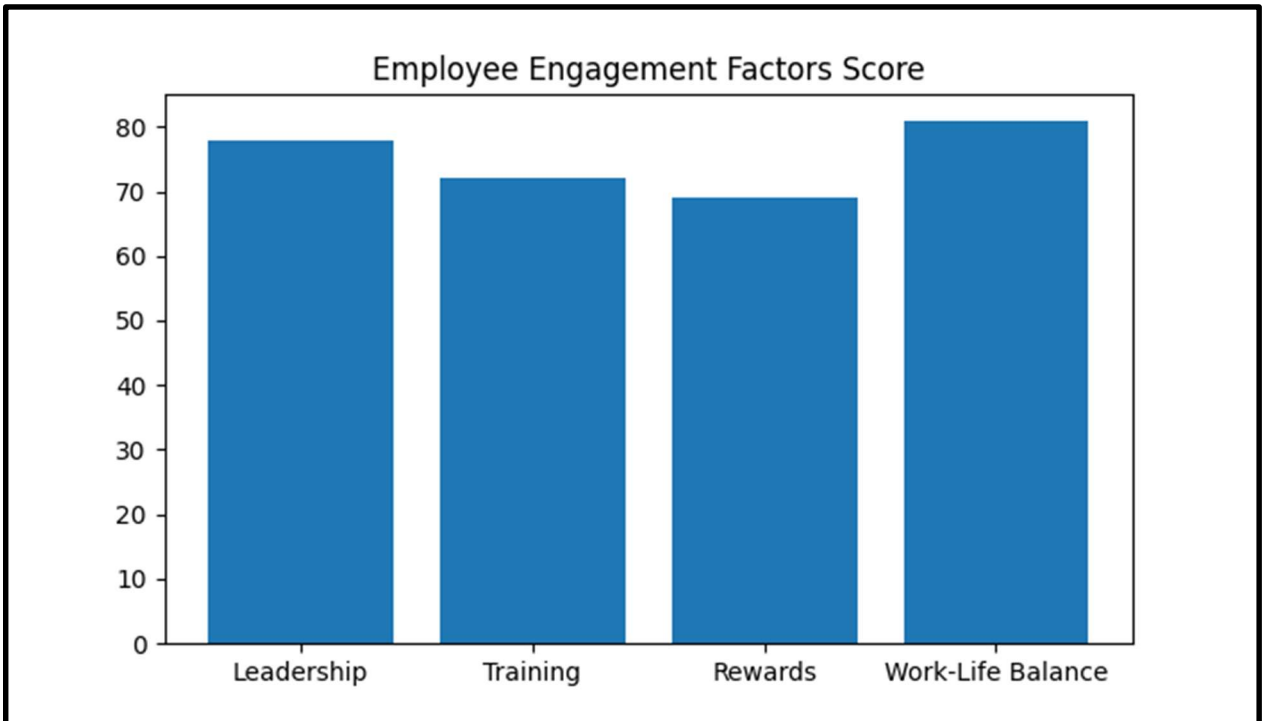


Figure 2: Employee Engagement Factors

| Variable | Cronbach Alpha | Result |
|-----------------|-----------------------|-----------------|
| Leadership | 0.892 | Reliable |
| Training | 0.845 | Reliable |
| Rewards | 0.901 | Highly Reliable |
| Retention | 0.917 | Highly Reliable |