

# **Retention and Engagement of Human Capital: Causal Contribution of Perceived Organizational Prestige and Job Characteristics**

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*Reducing turnover intention and increasing work engagement is not just "nice-to-have" but has been shown to relate to financial and behavioural gains. The present study focused on investigating the causal contribution of perceived organizational prestige (POP) and job characteristics in turnover intention and work engagement.*

*The study involved 107 mid-level managers. Results revealed that POP explained a significant variance in turnover intention and work engagement. Meaningfulness and autonomy were substantial in increasing work engagement, whereas feedback was instrumental in reducing turnover intention. The findings are important for HR executives who seek ways to sustain human capital and foster employee engagement.*

*Keywords: turnover intention, employee engagement, job characteristics, perceived organizational prestige, meaningfulness, autonomy, feedback*

## **INTRODUCTION**

The importance of employees to an organization has been recognized for a long time, as they play a fundamental role in creating and maintaining a competitive benefit for their organizations. According to Herzberg (2003), the issue of attracting and retaining highly qualified employees is more critical in today's context than ever previously. As employees are so vital for performance, employee turnover is a matter of grave concern.

The turnover intention construct is drawn from the beliefs-attitudes behavioural intentions model (Ajzen & Fishbein, 1980), which holds that one's intention to execute a specific behaviour is the immediate determinant of the behaviour. Turnover intention (TI) is one's behavioural intention to separate from the job. Such intentions are typically measured along a subjective-probability dimension that associated a person with a particular action within a specific time interval (e.g., within the next six months or one year). The turnover intention has been described as the conscious and deliberate will of an employee to leave an organization and wilfulness of seeking fresh job opportunities at other organizations (Arshadi & Damiri, 2013).

There is proof that employees form intentions to quit before actually deciding to resign. It is often a process, and the employees most frequently make an informed and conscious decision to leave their job (Mor Barak, Nissly, & Levin, 2001). Turnover models have been widely studied, and scholars have provided strong support for the proposition that behavioural intentions (intention to leave) are the most immediate determinant of actual turnover (Allen, Shore & Griffeth, 2003). Such intention may appear when

employees speak negatively about their positions, when they limit their participation in the organization, or when they actually leave their jobs (Karatepe, 2013).

Turnover affects the organizations globally and its impact varies among experts in different positions and different settings. Employee turnover is a detrimental factor because of its high and unpredictable replacement costs (O'Brien-Pallas, Murphy & Shamian, 2006). These costs include costs of advertising for fresh recruitment, hiring procedures, decreased productivity, orientation and training of new employees. The estimated cost of turnover can reach up to 150% of an employee's annual compensation (Contino, 2002).

TI's classical predictors include an unhealthy work environment and organizational culture that weaken performance or alienate employees and, too often, drive them away. Factors that affect employee turnover intention in recent times have become increasingly complex, and that is why the explanation and prediction of individual voluntary turnover decisions remain limited (Sharma & Sharma, 2021).

### **Work Engagement**

In the present era where nearly all factors of the invention, creation, production, and service are standardized and more or less the same worldwide, what may be the potential resource for the difference in performance; evidently, it is the human factor. The majority of the organization explicitly agree that employees are the key in delivering high-quality service, innovation and ultimately influencing any organization's overall performance (Sharma, 2019a). Therefore, to survive with a competitive edge in the modern world, organizations depend on having employees who take the initiative, are creative, proactive, dedicated, vigorous, and absorbed by their work, employees who are engaged (Bakker & Schaufeli, 2008).

The research in the area of organizational well-being was dominated by studies on preventing adverse outcomes. In the past years, there has been a shift toward positive organization scholarship. The concept of 'work engagement' has emerged as a significant job attitude linked with positive outcomes in this trend at the individual and organization levels.

Most often, employee engagement has been defined as an emotional and intellectual commitment to the Organization (Baumruk, 2004) or the amount of discretionary effort exhibited by employees in their job (Frank, Finnegan, & Taylor, 2004).

For the present study, the researcher adopted the definition of work engagement postulated by Schaufeli *et al.* (2002, p. 74), referring to work engagement as:

*"...a positive, fulfilling, work-related state of mind that is characterized by vigour, dedication, and absorption. Rather than a momentary and specific state, engagement refers to a more persistent and pervasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior."*

As the literature shows, antecedents of work engagement may be situated at the level of the organization (e.g., salary, career opportunities, and job security), interpersonal and social relations (e.g., supervisor and co-worker support and team climate), the organization of work (e.g., role clarity and participation in decision-making), and the level of the task (e.g., performance feedback, skill variety, task significance, task identity, and autonomy) (Bakker, Demerouti, & Verbeke, 2004) (Sharma, 2021).

Researchers found a direct link between work engagement and positive outcomes in organizations. Engagement is positively related to ratings of performance (Bakker & Bal, 2010; Bakker, Demerouti, & Verbeke, 2004), customer loyalty and being vital in the prediction of service climate, employee performance, (Salanova, Agut, & Peiró, 2005) and daily financial returns (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). Given the benefits mentioned above, one would assume that an engaged workforce is an excellent asset for any organization.

### **Perceived Organizational Prestige**

Perceived organizational prestige (POP) is seen as the reputation employees believe the company holds (Carmeli & Freund, 2002). POP is defined in terms of the degree to which the organization is well regarded, in total and comparative terms, by those within the organization (Mael & Ashforth, 1992). POP is

commonly considered an individual-level variable as it refers to individuals' perceptions and interpretations based on their exclusive exposure to information about the organization (Smidts, Pruyn, & Van Riel, 2001).

POP is related to employees' workplace attitudes and employees' overall affective well-being (Carmeli & Freund, 2002; Herrbach & Mignonac, 2004). If organizational members believe that outsiders perceive the organization in a positive light, employee "bask in the reflected glory" (Cialdini et al., 1976, p. 366), resulting in employees demonstrating intra organizational cooperation, engagement, and organizational citizenship behaviors. POP is an indirect evaluation of self-worth by using the perceived status of their organization. It is related to an individual's social and self-esteem and can be considered a socio-emotional resource. POP has also been conceptualized as an organizational resource to employees (Carmeli & Freund, 2002; Fuller et al., 2006). Therefore, according to the JD-R model of employee engagement, POP should promote employee engagement.

On the contrary, Dutton and colleagues (1994) propose that when the organization is observed negatively, employees experience stress and depression and disengage themselves from organizational roles or, worse yet, exit the organization. It is expected that employees who have positive organizational prestige levels will continue to work in the organization and show positive behaviours to protect the self-respect provided to them by their membership in the organization (Kim, Lee, Lee, & Kim, 2010). Consequently, it is expected that the prestige perceived by the employees will decrease their turnover intentions.

### **Job Characteristics**

Every organization is supposed to provide an enabling work environment through job design. Job design defines work procedures and tasks where the focus is on the job specifications that will satisfy the organization's requirements and the person holding the job. Organizations need careers and job that are in demand and provide satisfaction for their employees so that they can motivate employees to work. One approach in designing work is to perform job characteristics (Noe et al., 2015).

Hackman and Oldham (1974) developed the job characteristics theory (JCT). They explained that job characteristics are a set of variables related to the nature of the job core to situations that are generally considered the leading causes of job and employee behavior outcomes. The JCT identified five core job dimensions (namely, skill variety, task identity, task significance, autonomy, and feedback) that prompt three psychological states that lead to or affect five work-related outcomes or results.

Skill variety is the amount to which a job requires different knowledge, skills, and abilities to do their work. Task identity is specific duties that belong to all and considered as an identifiable piece of work with a visible outcome. Task significance is described as to what level this job substantially impacts others' lives. Autonomy is the degree to which the job offers substantial freedom to the employee to arrange the work and determine the job procedures. Lastly, job feedback refers to giving directions and clear information to the employees about their performance (Broeck et al., 2008).

In the present study, experienced meaningfulness of work (a psychological state outcome of skill variety, task identity, and task significance in the JCT), autonomy in working, and feedback are used as job characteristics.

Researchers found that task variety and task significance, task-related job resources, are essential in providing a sense of meaningfulness of work and positively impacting work engagement (Bakker & Demerouti, 2014). Previous studies demonstrated that employees who perceive their work tasks as valuable, worthwhile, and feel work autonomy tend to be satisfied, energized, motivated, and persistent in their work, which is a potentially vital resource for increasing work engagement (Agarwal & Sharma, 2011; Sharma, 2016, Sharma, 2019a; Shantz et al., 2013).

In 1980, a revision of the theory and model had the number of outcomes going from five to four, absenteeism and turnover are removed (Luenendonk, 2019). On the other hand, the extensive research has linked the job characteristics to increased work absenteeism (Fried & Ferris, 1987), decreased job performance (Morgeson, Delaney-Klinger, Hemingway; 2005), and increased intentions to quit (Bluedorn, 1982). Recent researches also reported significant contribution of job characteristics, like feedback, autonomy, meaningfulness, and skill variety, in reducing turnover intention (Hee & Ling; 2011, Özbağ, Ceyhun, & Çekmecelioğlu, 2014; Ahmad, 2018).

## Rationale of the study

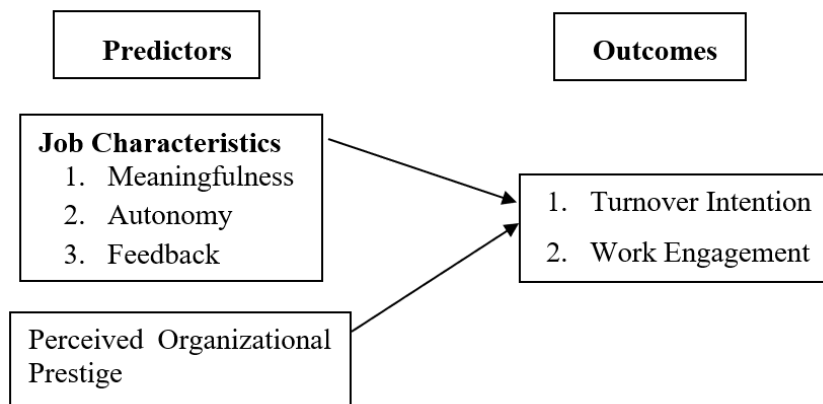
Sustenance and uninhibited delivery of any service, to a large extent, depends on the continued presence of skilled employees. Therefore, capable people are becoming the organization's most valuable resource in context to output. Turnover of qualified employees directly impacts an organization's ability to provide and maintain efficient output, thus negatively affecting the organization's overall performance.

Most of the research concerning sustainability has been focused on the business's effects, and organizational activity on the physical environment, management practices, organizational level outcomes, and human dimension of sustainability remain mostly in the background (Pfeffer, 2010). Commonly, studies focus on the unhealthy work environment and corporate practices that alienate professionals and drive them away rather than focusing on positive organizational characteristics that can decrease turnover intention among employees.

Concern regarding employee engagement is increasing among contemporary organizations because of its proven financial and behavioral gains. Organizations are continually trying to find solutions to motivate their employees to be more highly engaged in their work (Cole & Bruch, 2006). On the other hand, the bad news for management is that global surveys indicate that significant employees are disengaged, skeptical of any organizational initiative or communication, and somewhat more likely indulging in contagious negativity (Dernovsek, 2008). This profound reality poses a significant challenge for both organizational researchers and practitioners on enhancing employee engagement (Ellis & Sorensen, 2007). Thus, understanding what triggers employees to be engaged is essential for organizations to increase employees' involvement, dedication, and, ultimately, their work contribution. Exploring the possible contribution of organizational prestige and job characteristics may serve as a good starting ground for probing what an organization can do to endorse an engaged workforce.

As mentioned earlier, the scenario explains that a more detailed analysis of how organizational factors influence turnover intention and work engagement is required. Every organization wishes to retain its human capital and, at the same time, desperately tries to uphold their engagement in work. The present study aims to address this need only. Therefore, the present study focused on investigating the relationship between turnover intention, work engagement, job characteristics, and perceived public image (Figure 1). The study outcomes are expected to be useful inputs for developing pragmatic policy and practice insights among executives.

**FIGURE 1**  
**PROPOSED MODEL FOR INVESTIGATION**



## Research Questions

Keeping in view the above arguments and conceptualization of the study, the following research questions driven the research process:

**RQ1:** Whether there is a significant and causal relationship between perceived organizational prestige and turnover intention?

**RQ2:** Whether there is a significant and causal relationship between job characteristics and turnover intention?

**RQ3:** Whether there is a significant and causal relationship between perceived organizational prestige and work engagement?

**RQ4:** Whether there is a significant and causal relationship between job characteristics and work engagement?

## **METHODOLOGY**

### **Participants**

The present study population comprises individuals working for different organizations at mid-level managers' capacity with a minimum of 3 years of work experience. The researcher utilized purposive sampling, and participants were selected based on convenience.

Participants included 107 managerial employees, spanning the industries of manufacturing and service organizations. The participants' average age was 37 years, and they had an average of 13 years of work experience. The sample consisted of 6% first-line supervisors, 67% of managers, 22% of executive company officers, and 5% of other positions.

### **Measures**

- A *demographic questionnaire* was created to obtain information regarding employer organization, participants' tenure with the organization, total work experience, annual income, gender, age, marital status, and education level.
- The measure of *Turnover Intention* is based on a scale constructed by Mobley, Horner, and Hollingsworth (1978). The Cronbach's alpha for this scale is 0.90.
- *Work Engagement* was measured using Schaufeli, Bakker, and Salanova's (2006) 17-item scale. The internal consistency reliability of this scale is  $\alpha = 0.96$ .
- Information regarding *Job characteristics* was collected using a bouquet of items selected from various standard instruments. To collect responses for *Autonomy*, concerning items were selected from OCTAPACE profile developed by Pareek (1973). The split-half reliability of OCTAPACE is .89. Concerning items for *Meaningfulness* and *Feedback* were selected from the Organizational climate survey (OCS), developed by Vähälummukka (2012), and used in this study. The internal consistency of OCS is,  $\alpha = 0.86$ .
- *Perceived Organizational Prestige* was measured using, concerning items from, Heere and James' Group Identity scale (2007). The Cronbach's alpha for this dimension of the scale is 0.84

### **Procedure**

The participants were assured and informed that the purpose of the study was purely academic. The participants' informed consent was achieved after explaining the study's idea, operation, and utility. All demographic questions were included at the starting of the questionnaire. In contrast, the questions related to interest variables were randomly distributed to avoid respondents' fatigue bias. The questionnaires were distributed anonymously. The nature of study and kind of expected participation from respondents didn't require ethics approval for conducting the study.

### **Data analysis**

At first, to test the appropriateness of data, reliability analysis was performed for the responses collected on individual items of different scales used in the study. All the scales were shown, before administration, to three experts of the concerned research area, to ensure that items should cover the operational definition of variables, confirm face and content validity.

After collecting the final data and performing necessary checks, the researcher calculated the item-to-total correlation for turnover intention, work engagement, all three job characteristics, and perceived organizational prestige. Results indicated that all the items were significantly positively correlated with their respective scale's total score and having a correlation value of more than .50. Osterlind (2006) suggested that item-to-total correlation values above .50 can be regarded as evidence that the data collected on that particular item of the scale is reliable. The other way to establish the reliability of data is to calculate Split half or test-retest reliability for the scores obtained on all the scale items.

For the second-level verification, the researcher calculated Cronbach's alpha ( $\alpha$ ) for all the variables under study and found satisfactory values (presented below), indicating the data's reliability. Cronbach's alpha  $\geq 0.8$  is considered as good internal consistency (DeVellis, 2012).

**TABLE 1**  
**RELIABILITY OF SCALES (BASED ON DATA COLLECTED IN THE PRESENT STUDY)**

Variable	$\alpha$	Internal consistency
Turnover intention	0.87	Good
Work Engagement	0.85	Good
Meaningfulness	8.82	Good
Autonomy	0.89	Good
Feedback	0.87	Good
Perceived public image	0.81	Good

Data were analyzed with Pearson's correlation and regression analysis to explore answers for the research questions related to the relationship patterns among variables under study. The statistical package used for the data analysis was SPSS version 20.

## RESULTS

To explore the relationship among variables under study, at first, the Pearson product-moment correlation was calculated.

**TABLE 2**  
**CORRELATION AMONG VARIABLES UNDER STUDY**

Variables		Turnover intention	Work Engagement
Job characteristics	Meaningfulness	-.285**	.532**
	Autonomy	.114 <sup>NS</sup>	.305**
	Feedback	-.563**	.300**
Perceived public image		-.315**	.341**

\*p < .05; \*\*p < .01., NS-Not Significant

The correlational analysis showed that among job characteristics, meaningfulness, and feedback were significantly negatively correlated with turnover intention. POP was also significantly negatively correlated with turnover intention. All three job characteristics and POP were significantly positively correlated with work engagement.

Linear regression analysis was carried out to explore the causal relationship among variables under study.

**TABLE 3**  
**REGRESSION ANALYSIS OF THE PERCEIVED ORGANIZATIONAL PRESTIGE WITH**  
**TURNOVER INTENTION AMONG MANAGERIAL EMPLOYEES**

Predictor variable	R Square	R Square Change	F	Beta Coefficient	t ratio
Perceived organizational prestige	.099	.099	11.554**	-.315	-3.399**

\*p < .05; \*\*p < .01.

Table 3 presents regression analysis results utilizing turnover intention as the criterion and perceived organizational prestige as a predictor. The analysis results were statistically significant, indicating that perceived organizational prestige is a good predictor of turnover intention (explained 9.9% of total variance), as indexed by the R<sup>2</sup> statistic.

**TABLE 4**  
**STEPWISE REGRESSION ANALYSIS OF THE JOB CHARACTERISTICS WITH TURNOVER**  
**INTENTION AMONG MANAGERIAL EMPLOYEES**

Predictor variables	R Square	R Square Change	F	Beta Coefficient	t ratio
Feedback	.317	.317	48.784	-.563	-6.985**

\*p < .05; \*\*p < .01.

Table 4 presents the results of stepwise regression analysis performed utilizing turnover intention as the criterion and various job characteristics as predictors. The results of the study revealed that meaningfulness and autonomy failed to enter the regression equation. Feedback solely explained 31.7 % of the total variance, as indexed by the R<sup>2</sup> statistic.

**TABLE 5**  
**REGRESSION ANALYSIS OF THE PERCEIVED ORGANIZATIONAL PRESTIGE WITH**  
**WORK ENGAGEMENT AMONG MANAGERIAL EMPLOYEES**

Predictor variables	R Square	R Square Change	F	Beta Coefficient	t ratio
Perceived organizational prestige	.116	.116	13.794**	.341	3.714**

\*p < .05; \*\*p < .01.

Table 5 presents the results of regression analysis performed utilizing work engagement as the criterion and perceived organizational prestige as a predictor. The study's result was found to be statistically significant, indicating that perceived organizational prestige is a good predictor of work engagement (explained 11.6% of total variance), as indexed by the R<sup>2</sup> statistic.

**TABLE 6**  
**STEPWISE REGRESSION ANALYSIS OF THE JOB CHARACTERISTICS WITH WORK**  
**ENGAGEMENT AMONG MANAGERIAL EMPLOYEES**

Predictor variables	R Square	R Square Change	F	Beta Coefficient	t ratio
Meaningfulness	.283	.283	41.377**	.485	5.745**
Autonomy	.312	.029	23.550**	.177	2.095*

\*p < .05; \*\*p < .01.

Table 6 presents the results of stepwise regression analysis performed utilizing work engagement as the criterion and various job characteristics as predictors. The results of the study revealed that feedback failed to enter the regression equation. Meaningfulness and autonomy were statistically significant, indicating that these job characteristics are good predictors of work engagement (explained 28.3% and 2.9% of total variance respectively), as indexed by the R<sup>2</sup> change statistic.

## DISCUSSION

The purpose of this study was to *explore and understand the nature and extent of the relationship between Perceived organizational prestige, different job characteristics, turnover intention, and work engagement among managerial employees*. These relationships are of importance as work engagement is considered to be a focal point of talent management (Hughes & Rog, 2008) and reducing turnover is vital for ensuring organizational sustainability and success (Shuck & Herd, 2012).

The present study investigated the relationship and specific contribution of POP and various job characteristics in turnover intention (RQ1 & RQ2). Results of correlation analysis and subsequent stepwise regression analysis indicated a significant causal relationship between POP, Job characteristics, and turnover intention. Present findings are as per the theoretical assumptions and similar to the findings of some previous researches.

POP predicted a significant amount of variation in turnover intention, indicating the importance of their organization's perceived status. Tajfel and Turner (1986) argue that when individuals do not perceive their in-group favorably, they will attempt to leave that group and join another, more positively perceived group. Tyler & Blader (2001) expressed that employees prefer to join and identify with high-status groups and avoid low-status organizations. Other researchers also reported that the employees' perceptions of their organization decrease their intention to leave their job (Mignonac, Herrbach, & Guerrero, 2006; Mohsin, Lengler, & Kumar, 2013). The ultimate goal of such differentiation in perceived prestige is to attain superiority over other organization's membership on specific dimensions. According to social identity theory (Tajfel & Turner, 1986), when employees recognize that their organization's external evaluations result in positive prestige perceptions, they subsequently evaluate their self-worth as relatively high. Consequently, it is expected that the prestige perceived by the employees will decrease their turnover intentions.

Only feedback emerged as a potential predictor among job characteristics and explained almost one-third of the total variance. Feedback is critical to helping employees understanding their job requirements and enriches their knowledge and abilities in efficiently carrying out tasks (Sommer & Kulkarni 2012). Constructive feedback reinforces the actions that the manager wants to see the employee regularly perform, and in the end, the employee also gets benefitted by doing so. This initiates a cycle of mutual satisfaction, fulfilling both the parties' expectations, and reducing turnover intention among employees. Earlier researches also reported the importance of performance feedback in shaping employee work attitudes (Alfes et al. 2013; Lonsdale 2016). Lee, Idris, and Tuckey (2019) reported the benefits of supervisory coaching and performance feedback in reducing turnover intention. Suazo, Martinez, and Sandoval (2009) also expressed that when leaders provide routine performance feedback, employees feel that they will have a stable and long-term career in the organization. For this reason, employees will demand to continue working



in an organization with continuous, active, and constructive feedback even if other job characteristics like meaningfulness and autonomy are below the satisfactory level. Employees may demand to stay in the organization due to constructive feedback perceiving it as indirect support.

The present study also investigated the relationship and specific contribution of POP and various job characteristics in work engagement (RQ3 & RQ4). Results of correlation analysis and subsequent stepwise regression analysis indicated a significant causal relationship between POP, different job characteristics, and work engagement. Present findings are as per the theoretical assumptions of the job demand-resource model (Bakker & Demerouti, 2007)

Theoretically, POP has been conceptualized as both an organizational and socio-emotional (personal) resource to employees (Carmeli & Freund, 2002; Fuller et al., 2006). According to the JD-R, resources are precursors to employee engagement and, therefore, because POP is a resource, it will be positively related to work engagement. This is consistent with previous research presenting that job and organizational resources improve employee engagement (Salanova & Schaufeli, 2008; Schaufeli, Bakker, & Rhenen, 2009; Sharma, 2017).

Ashforth and Mael (2002) found that POP indirectly gives employees an attractive social standing that satisfies their self-esteem needs. POP initiates a comparison between the self-esteem derivable from the present organization to those of a 'comparison other' or 'referent' (Tyler & Blader, 2003). When employees recognize that they experience higher self-esteem from the present organization than those of a 'comparison other' or 'referent,' they will be motivated to increase their obligation and engagement to derive more self-esteem from the organization. POP can thus be expected to influence the work engagement of employees positively.

Among job characteristics, meaningfulness and autonomy emerged as potential predictors and explained almost one-third of the total variance. The present study results support earlier studies (Sharma, 2019b; Schaufeli & Salanova, 2007; Othman & Nasurdin, 2019). The meta-analytic study by Christian, Garza and Slaughter (2011) showed that job characteristics like autonomy, feedback, task significance, and task variety were positively related to work engagement.

Meaningfulness of work emerged as a more significant work engagement predictor, suggesting the common social understanding that humans are meaning-makers by nature. Work plays a vital role in shaping how we define ourselves. Thus, it is inevitable that people will look at their jobs as a source of meaningfulness. When an employee considers the work meaningful, he/she is likely to spend more time and effort on the job (Sharma, 2019b). In other words, he/she might become more dedicated to the organizational goals and develops a higher drive for producing results with a sense of meaning in work (Burrin, 2018).

Meaningful work has been continuously acknowledged as a critical employee engagement driver. The fourth report in Deloitte's Talent 2020 series surveyed 560 employees across virtually every major industry and worldwide region. One of the best 3 engagement drivers that they identified: meaningful work (Clapon, 2016). Furthermore, the job's meaningfulness was recognized as the third most crucial employee engagement driver by 76% of respondents to SHRM's 2016 'Employee Job Satisfaction and Engagement Report' (SHRM, 2016). Fairlie (2011) labeled meaningful work as a 'sleeping giant' because it is yet to be explored and strengthened. Setger and Dik (2009) found empirical evidence of the twofold significance of meaningful work, one as, vital job resource that can boost employees' work engagement and, second, maximize the use of other available resources to further employee engagement levels.

More recently, Asik-Dizdar and Esen (2016), Ahmed, Majid, and Zin (2016), and Sharma (2019a, 2019b) have outlined the nature and critical significance of meaningful work. They suggested that when people feel that their work serves some real purpose, it has a significant role and contribution to organizational and societal goal, it leads to enhancing the perception of meaning in work. Typically experience of meaningfulness in work leads to linking oneself with the work (cognitively and emotionally) and improving vigor, absorption, and dedication at work.

The emergence of autonomy as an essential predictor of work engagement supports the influence and applicability of the job demand-resource (JD-R) model, again. Autonomy means respecting and encouraging individual and role independence. As a core job characteristic, autonomy causes individuals

to feel responsible for achievements and failures, which fosters the feeling of accountability among the employees and finally can motivate him/her to work harder and invest more interest and energy in each project. Hackman and Oldham (1980) considered autonomy as a motivating resource having a significant positive relationship with work engagement (Saks, 2006). Some other studies have also reported positive correlations between job autonomy and work engagement (Llorens et al., 2007; Bakker & Demerouti, 2007).

## CONCLUSION

Organizational leaders are ever more looking for ways to retain human capital and promote work engagement among them. By specifying the unique contribution of organizational prestige and job characteristics in the turnover intention and work engagement of the managerial employees, the current study offers initial evidence for why these relationships may exist.

Retaining the competent employee is always beneficial for the organization and critical for the sustenance and overall organizational performance. On the other hand, employee engagement is not something that executives are reminded to look at once a year. Work engagement is a crucial strategic element that has been shown to relate to several positive work outcomes and not just a "nice-to-have."

The results of present study suggest that investments in prestige perceptions are likely to offer the desired return. Given the beneficial outcomes associated with positive perceptions of organizational prestige, organizations should wish to influence prestige to obtain excellent engagement levels and reduce turnover intention.

The study's findings also revealed the exclusive importance of different job characteristics in retaining the employees and maintaining work engagement among them. While feedback was proved to reduce turnover intention, meaningfulness and autonomy in the job were found to be capable enough to boost employees' work engagement. It merely means that ensuring these job characteristics will ensure the continued presence of engaged employees to work and organization.

### Implications of the study

This study contributes to practice by giving empirical support for how organizations might sustain human capital and foster employee engagement. HR executives in most organizations are also seeking to introduce broad-based organizational interventions to encounter these issues.

The study results clearly indicated that organizations must affect one factor: their image and subsequent organizational prestige perceptions (Smidts, Pruyn, & Van Riel, 2001). Organizations can influence POP by increasing the organization's external communications and visibility and positively influencing employees' perceptions of organizational prestige with comparatively minor resources. For example, Fuller et al. (2006) suggest that organizations should highlight organizational and employee achievements through administrative communications internally, such as emails, memorandums, recognition ceremonies, and through the company website, to improve perceptions of prestige. Furthermore, organizations can increase the visibility of organizational and employee endeavours through recruiting, training, and socialization programs by highlighting organizational and employee accomplishments within these programs' contexts (Fuller et al., 2006).

Findings of the present study also emphasize that management should integrate job characteristics by **offering authority and ownership by handing out responsibility (autonomy)**, providing regular and constructive response (feedback) **and finally, communicating that all these things are not just for increasing their work span but for their increased, independent and fulfilling contribution (meaningful) in the achievement of broader organizational goals.**

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