

**Master's Thesis: Examining Employee Engagement from the perspectives of
Managers and Subordinates:
A Case of the Georgian Wholesale and Retail Supermarket Chain**



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Abstract

Employee engagement has become one of the most important topics in human resources management. It indicates level to which the employees are committed to the mission, vision and goals of the company. Despite the fact that employee engagement (EE) has been studied from different angles, there are still some research gaps, especially in the Georgian context. There is no statistical data about the factors effecting engagement of employees holding diverse hierarchical positions across different sectors in Georgia. Moreover, there is little empirical evidence whether the perception of managers in regards to employee engagement coincides with the actual drivers of subordinates. It is worth highlighting that in 2018 U.S. employee turnover average rate in the wholesale-retail sector was 60.5% (Agovino 2019) whereas in Georgia, one of the wholesale-retail companies (representing the focus of this examination), in 2018 had 72.4% annual employee turnover rate, which reached 95.35% in 2019. Except high turnover, according to the management of the target company (with 478 employees), it has problem of boosting employees' performance and maintaining their positive attitude towards work. The purpose of this research is to examine the level of engagement along with revealing the most important factors influencing engagement of employees at different positions in the chosen wholesale-retail company, representing a combination of descriptive and explanatory study. The data was collected through survey and case study strategies with the help of structured questionnaire and semi-structured interviews. Descriptive and ranked data was used to analyze level of engagement and the drivers of engagement was calculated by weighted average. Results showed that, engagement level is 48% and the main drivers of engagement for the employees are the ability to voice ideas and be listened to, challenging work and involvement in decision making. Based on these results, action plans were formulated with practical implications for company, on managerial and individual-level initiatives for increasing engagement via supporting employees in adopting and sustaining a development. Due to the scale of the study, the results cannot be generalized onto the whole sector or industry. Future research can examine the relationship between employee engagement and organizational outcome in the whole sector/industry.

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