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EMPLOYEE ENGAGEMENT AS A DETERMINANT OF JOB SATISFACTION: AN OVERVIEW

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ABSTRACT

Employee engagement plays a significant role in enhancing employees' commitment, involvement, and overall satisfaction at the workplace. In recent times, organizations have increasingly focused on addressing declining levels of employee engagement and the resulting challenges associated with employee detachment. The present study examines the relationship between employee engagement and job satisfaction among employees of Raymond's Fabrics India Private Limited. The study adopts a descriptive research design and aims to identify and examine the various dimensions of employee engagement and their influence on job satisfaction. Primary data were collected from 85 employees out of a total population of 88 employees across various functional departments through a structured questionnaire administered using the interview schedule method. Convenience sampling was employed for the selection of respondents. The collected data were analysed using percentage analysis, the t-test, and simple linear regression to examine the relationship between employee engagement and job satisfaction. The findings provide insights into the key dimensions of employee engagement and their association with employees' job satisfaction. Based on the findings, appropriate recommendations are proposed to help the organization strengthen employee engagement and enhance job satisfaction.

Keywords: Employee Engagement, Job Satisfaction, Employee Detachment, Organizational Behaviour, Raymond's Fabrics India Private Limited.

1. INTRODUCTION

Employee Engagement is defined as an employee's involvement with assurance to, and satisfaction with work. Employee engagement could be a part of employee retention. (Locke, 1976) defines Job Satisfaction as adelightful or optimistic spirit resulting from the appraisal of one's job or job experiences. With increasing diversity in workforce and firms stepping into new markets, it has become important for the organizations to stay its workforce engaged so on retain the highest talents. If the staff are engaged, they tend to be satisfied and motivated which successively ends up in retention of top talents and also it provides a competitive edge to organization.

Employee engagement is that the state within which individual are sensitively and rationally committed to the organization. Employee engagement is inclusive of long-term emotional involvement and is an antecedentto more temporary generalities of employee sentiment, like job satisfaction and commitment. Engaged employeescome to figure daily feeling a connection to their organization, have a high level of enthusiasm for hisor her work.

Employee engagement has been discussed by many research with its linkages to job satisfaction. An employee who is satisfied together with his |along with his job may not be engaged but on the contrary an employee who is engaged and who believes within the organization values will in most cases be satisfied with his or her job. Employee Engagement is more of transformational concept which incorporates autonomy, growth,impact, and connection whereas job satisfaction is transactional in nature. Organizations who have highly engagedemployees tend to possess higher productivity, satisfaction levels and employee retention.

Job satisfaction is an attitude that's simply how content a personal is along with his or her job; whether he or she likes the work or not. Job satisfaction also can be seen within the broader context of the range of issueswhich affect an individual's experience of labor, or their quality of working life. Job satisfaction is understood interms of its relationships with other factors.

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2. REVIEW OF LITERATURE

Sobia Ali & Yasir Aftab Farooqi (2014) conducted a probe to review the Effect of labor Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Engagement and Employee Performance". Data was collected with the assistance of a questionnaire, from a sample of 207 employees of the overall public Sector University of Gujranwala Division. The knowledge was analyzed using SPSS software. This study revealed thatthe work overload is that the most important concern for the organization and it also affects job satisfaction, employee engagement and employee performance. The findings imply that to cut back the matter of labor overload and stress various strategies may possibly be adopted like training, job rotation and reward system.

Deepa E, Kuppusamy S (2014) conducted an enquiry on "The Effect of Performance Appraisal System in Organizational Commitment, Job Satisfaction and Productivity", This paper summarizes the conceptual foundation of performance appraisal system and its relationship between Job Satisfaction, Organization Values, Employee Engagement and thus with Productivity. The researcher has found that the performance appraisal system helps both the workers and therefore the organization in increasing their productivity.

Preeti Thakur (2014) conducted an enquiry on "A research paper on the effect of employee engagement on Job Satisfaction in IT sector" seeks to seek out the effect of engagement of employees and therefore the studyhas been administered of 120 officers still because the clerks of the IT sector. The researcher has found that thatamong the previous work motivation may well be improved through increasing job authority and accountability. It had been also found that at the clerical lever, rewards and sanctions are significantly relatedto job involvement. It had been concluded that there is a positive relationship between Employee Engagement andJob Satisfaction.

Hotner Tampubolon (2016) conducted an enquiry on "The relationship between Employee Engagement,Job Motivation, and Job Satisfaction towards the worker Performance" found that the worker Engagementpositively and significantly influenced employee performance. The aim of the study is to research the effect of employee engagement, job motivation and job satisfaction to employee performance in Ministry of Export and Import Department, the Indonesian Ministry of Trade. The information was collected from 90 persons who add the department.

Umamaheswari R and Swarnalatha C (2015) conducted research "Impact of labor Engagement on WorkSatisfaction: A study on teaching Faculties". The researcher conducted a literature search on work engagementand interview with 220 college faculties. The information was analyzed using SPSS 21 software and thereforethe findings of the research offers valid input regarding the development of job satisfaction of faculty faculties.This study is vital to beat the matter of labor engagement which affects the duty Satisfaction with the efficientimplementation of strategies just like the training, Job rotation, and reward system.

Ahmed, Raheem and Jamal (2003) conducted research "Job Satisfaction among School Teachers and therefore the purpose of this study is to research the duty satisfaction of 236 teachers in senior secondary schools.

The result showed that female teachers are more satisfied than male teachers and government school teachers have greater job satisfaction than school teachers.

3. OBJECTIVES OF THE STUDY

To analyze employee engagement and its impact on job satisfaction.

To determine the relation between employee engagement and job satisfaction.

4. NEED OF THE STUDY

The need of the study is to analyze the various dimensions of Employee Engagement and its impact onJob Satisfaction of employees working in Raymond's Fabrics India Private Limited.

5. SCOPE OF THE STUDY

This study is aimed at understanding the Employee Engagement practices at Raymond's Fabrics. This studyconfined to the employees of Raymond's Fabrics. This study try to address the relationship between employee engagement and job satisfaction in Raymond's Fabrics.

6. RESEARCH METHODOLOGY

RESEARCH DESIGN

The type of research design used in the project was Descriptive research because it helps to describe the particular situation prevailing in the company.

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METHOD OF DATA COLLECTION

PRIMARY DATA

Primary data refers to the pure and the fresh data which are collected for the first time.The primary data are collected from the Interview Schedule for this study.

SECONDARY DATA

Secondary data refers to the data which are already collected by some researchers in the past and is available in published or unpublished form.

The secondary data for this study has been obtained from international journals and company websites.

SAMPLE UNIT

The sample unit for the study is the employees of Raymond's Fabrics India Private Limited.

SAMPLE SIZE

The sample size of the study is 85.

TOOLS FOR DATA ANALYSIS

The tools used for Data Analysis in this study is Percentage Analysis, t-Test and Simple Linear Regression.

SAMPLING METHOD

Convenient Sampling, a type of Non-probability sampling technique is being used in this research becausethe data collection relies on members who are conveniently available to participate in the study.

7. DATA ANALYSIS

This chapter deals with the descriptive and statistical analysis of the primary data collected from the employees. The hypotheses drawn by the researcher are confirmed with the support of statistical tools and resultsare inferred.

Percentage analysis is a simple statistical instrument which is widely used in analysis and interpretation of primary data. It deals with the number of Respondents reply to a questionnaire in percentage attained from the total population nominated for the study. It is one of the simple forms of analysis which helps the researcher to realize the outcome of the research.

It is normally used for inferring the results in quantitative terms. In this study, percentage analysis was used to measure the percentage of demographic profile of those employees who participated in the study on various aspects of service quality dimensions

Table: 1 Demographic Profile of the Respondents

		Count	Column N %
Age	18-25	28	32.9%
	25-35	37	43.5%
	35-45	16	18.8%
	45>	4	4.7%
	Accounts	1	1.2%
	Accounts Manager	1	1.2%
	Administrative & HR	1	1.2%
	Canteen Labor	3	3.5%
	Canteen Labor	1	1.2%
	Designing	3	3.5%
	Electrical	2	2.4%
	Factory Manager	1	1.2%
	General Manager	1	1.2%
	Inspection	1	1.2%

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Designation	Knitting Labor	9	10.6%
	Loading	4	4.7%
	Maintenance	1	1.2%
	Manager	1	1.2%
	Marketing Manager	1	1.2%
	Planning	1	1.2%
	PLP	11	12.9%
	PLP In charge	1	1.2%
	Purchase	3	3.5%
	Sales Assistant	1	1.2%
	Sales Executive	1	1.2%
	Sales Manager	1	1.2%
	Shipping In charge	1	1.2%
	Stores In charge	1	1.2%
	System Admin	2	2.4%
	Tape	5	5.9%
	Tape In charge	1	1.2%
	Warpin Labor	1	1.2%
	Warping Labor	11	12.9%
	Weaving :Labor	1	1.2%
	Weaving In charge	1	1.2%
	Weaving Labor	10	11.8%
	Weaving Labor	1	1.2%
Gender	Male	64	75.3%
	Female	21	24.7%
Education	SSLC	21	24.7%
	HSC	10	11.8%
	Diploma	5	5.9%
	Others	49	57.6%
Marital Status	Married	51	60.0%
	Unmarried	34	40.0%
Area of Residence	Urban	1	1.2%
	Semi-Urban	29	34.1%
	Rural	55	64.7%
	1,1	12	14.1%
	10,2	2	2.4%

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Job experience in years, Experience in Raymonds Fabrics	10,6	1	1.2%
	12,3	1	1.2%
	13,10	1	1.2%
	13,13	1	1.2%
	14,8	1	1.2%
	15,7	2	2.4%
	16,2	1	1.2%
	16,8	1	1.2%
	18,6	1	1.2%
	2,2	13	15.3%
	2,3	1	1.2%
	20,11	1	1.2%
	20,4	1	1.2%
	23,12	1	1.2%
	23,5	1	1.2%
	23,6	1	1.2%
	24,1	1	1.2%
	25,12	1	1.2%
	3,3	13	15.3%
	30,11	1	1.2%
	35,10	1	1.2%
	4,3	1	1.2%
	4,4	5	5.9%
	5,1	1	1.2%
	5,2	1	1.2%
	5,3	1	1.2%
	5,5	3	3.5%
	5,5,	1	1.2%
	6,1	1	1.2%
	6,4	1	1.2%
	6,6	3	3.5%
	7,7	2	2.4%
	8,5	2	2.4%
	8,8	1	1.2%
	9,1	1	1.2%
	9,3	1	1.2%
Nature of Job	Permanent	0	0.0%
	Temporary	85	100.0%

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Salary	10000<	2	2.4%
	10001-20000	70	82.4%
	20001-30000	8	9.4%
	30001>	5	5.9%

It encloses the descriptive statistics of Age, Designation, Gender, Education, Marital Status, Area of Residence, and JobExperience in Years, Nature of Job, and Salary. The profile reveals that 43.5% of the respondents are between the age group of 25 years – 35 years. The study found that 12.9% of the respondents are under PLP and warping labor. The profile reveals that 75.3% of the respondents are Male. The above table shows that 57.6% of the respondents belongs to others category. The above table shows that 60% of the respondents are married. The Study found that 64.7% of the respondents are rural. The above table shows that 100% of the respondents are Temporary workers. The above table shows that 82.4% of the respondents are between 10001-20000.

Table 2: Employee Engagement

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std deviation
I have the tools and resources I need to do my job well	3 3.5%	3 3.5%	21 24.7%	57 67.1%	1 1.2%	3.59	.74
Most days, I see positive results because of my work	1 1.2%	8 9.4%	23 27.1%	47 55.3%	6 7.1%	3.58	.81
My work is valued by this organization	0 0.0%	2 2.4%	35 41.2%	43 50.6%	5 5.9%	3.60	.64
The amount of work I am expected to do is reasonable	0 0.0%	2 2.4%	31 36.5%	44 51.8%	8 9.4%	3.68	.68
My co-workers and I openly talk about what needs to be done to be more effective	0 0.0%	7 8.2%	31 36.5%	43 50.6%	4 4.7%	3.52	.72
My Supervisor helps me understand how my work is important to the organization	0 0.0%	4 4.7%	34 40.0%	42 49.4%	5 5.9%	3.56	.68
My Supervisor is approachable and easy to work to	0 0.0%	4 4.7%	36 42.4%	44 51.8%	1 1.2%	3.49	.61
My Supervisor creates a motivating and emerging workplace	0 0.0%	3 3.5%	28 32.9%	49 57.6%	5 5.9%	3.66	.65

The above Table 2 shows that 67.1% of the respondents are agree with tools and resources, 55.3% of therespondents are agree with positive results, 50.6% of the respondents are agree with work valued by the organization, 51.8% of the respondents are neutral with amount of work expected, 50.6% of the respondents areagree with openly talk about what needs to be done to be more effective, 49.4% of the respondents are agree withsupervisor helps to understand and how work is important to the organization, 51.8% of the

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respondents are agreewith supervisor is approachable, 57.6% of the respondents are agree with supervisor creates a motivating and emerging workplace.

Table 3: Job Satisfaction

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Std deviation
I have fairlypaid for the work I do	0 0.0%	2 2.4%	25 29.4%	54 63.5%	4 4.7%	3.71	.59
I am satisfied with the work environment	0 0.0%	3 3.5%	24 28.2%	47 55.3%	11 12.9%	3.78	.71
My talent and skills are used at work	0 0.0%	7 8.2%	27 31.8%	46 54.1%	5 5.9%	3.58	.73
I am satisfied with the level of security given by the company	0 0.0%	3 3.5%	36 42.4%	45 52.9%	1 1.2%	3.52	.59
I feel close to the people at work	0 0.0%	3 3.5%	36 42.4%	42 49.4%	4 4.7%	3.55	.65
I have received enough recognition for the work carried by me	0 0.0%	5 5.9%	40 47.1%	37 43.5%	3 3.5%	3.45	.66
I feel good about working at this company	0 0.0%	6 7.1%	20 23.5%	54 63.5%	5 5.9%	3.68	.69

The above Table 3 shows that that 63.5% of the respondents are agree with fairly paid for the work, 55.3%of the respondents are agree with satisfied with the work environment, 54.1% of the respondents are agree with talent and skills are used at work, 52.9% of the respondents are agree with satisfied with the level of security given by the company, 49.4% of the respondents are agree with close to the people at work, 47.1% of the respondents are neutral with received recognition for the work, 63.5% of the respondents are agree with feel good about working at the company.

Hypothesis for t-Test

Null Hypothesis (Ho): There is no significant difference among Gender and Employee Engagement. **Alternate Hypothesis (H1):** There is significant difference among Gender and Employee Engagement.If Sig. (P) is less than 0.05 then Accept Alternate Hypothesis

If Sig (P) is above 0.05 then failed to reject Null Hypothesis.

Table 4: t-Test for Employee Engagement and Gender

		Employee Engagement					
		Mean	Standard Deviation	Count	T	df	Sig.
Gender	Male	3.67	.67	64	.922	38.341	.362
	Female	3.52	.59	21			

The above t-Test Table reveals that the perception of employees towards Employee Engagement is that there is no significant difference among Gender and Employee Engagement since the significance value is above0.05.

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Table 5: t-Test for Job Satisfaction and Gender

		Job Satisfaction					
		Mean	Standard Deviation	Count	T	df	Sig.
Gender	Male	3.62	.50	64	.382	83	**.540**
	Female	3.57	.56	21			

The above t-Test Table reveals that the perception of employees towards Job Satisfaction is that there isno significant difference among Gender and Job Satisfaction since the significance value is above 0.05.

Table 6: Simple Linear Regression

Coefficients[a]							
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Hypothesis
		B	Std. Error	Beta			
1	Emp	.574	.057	.739	9.991	.000	Yes
	(Constant)	1.523	.212		7.180	.000	
a. Dependent Variable: Job							

Here the coefficient of X1 is 1.523 represents the partial effect of Employee engagement on job satisfaction, holding others as constant. The estimated positive sign implies that such effect is positive that job satisfaction would increase by 1.523 if they are more engaged towards their work and this coefficient value is notsignificant at 5% level since there is relationship between Employee engagement and Job satisfaction.

8. FINDINGS, SUGGESTIONS AND CONCLUSION

PERCENTAGE ANALYSIS

- It is found that 43.5% of the respondents are between the age group of 25 years – 35 years.
- It is found that 12.9% of the respondents are under PLP and warping labor.
- It is found that 75.3% of the respondents are Male.
- It is found that 57.6% of the respondents belongs to others category in Education.
- It is found that 60% of the respondents are married.
- It is found that 64.7% of the respondents are from rural.
- It is found that 100% of the respondents are Temporary workers.
- It is found that 82.4% of the respondents are between 10001-20000.
- It is found that 67.1% of the respondents are agree with tools and resources.
- It is found that 55.3% of the respondents are agree with positive results.
- It is found that 0.6% of the respondents are agree with work valued by the organization.
- It is found that 51.8% of the respondents are neutral with amount of work expected.
- It is found that 50.6% of the respondents are agree with openly talk about what needs to be done to bemore effective.
- It is found that 49.4% of the respondents are agree with supervisor helps to understand and how work isimportant to the organization.

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- It is found that 51.8% of the respondents are agree with supervisor is approachable.
- It is found that 57.6% of the respondents are agree with supervisor creates a motivating and emergingworkplace.
- It is found that 63.5% of the respondents are agree with fairly paid for the work.
- It is found that 55.3% of the respondents are agree with satisfied with the work environment.
- It is found that 54.1% of the respondents are agree with talent and skills are used at work.
- It is found that 52.9% of the respondents are agree with satisfied with the level of security given by thecompany.
- It is found that 49.4% of the respondents are agree with close to the people at work.
- It is found that 47.1% of the respondents are neutral with received recognition for the work.
- It is found that 63.5% of the respondents are agree with feel good about working at the company.

t-Test

- It is inferred that the perception of employees towards Employee Engagement is that there is no significant difference among Gender and Employee Engagement since the significance value is above0.05.
- It is inferred that the perception of employees towards Job Satisfaction is that there is no significantdifference among Gender and Job Satisfaction since the significance value is above 0.05.

SIMPLE LINEAR REGRESSION

It is found that Job Satisfaction was influenced by Employee Engagement. Here Employees are moreengaged to their work and they are Satisfied with the work.

9. RECOMMENDATIONS

This study attempts to provide some useful insight into determining the components and dimensions of employee engagement and investigate its effect on job satisfaction. Based on the literature reviews, theresearchers highlighted as well as discussed, the important elements contributing to employee job satisfaction at workplace and improved employee's job performance.

Today's works environment has evolved considerably. The process by which we expect engagement to happen needs to be fully understood so that managers can have strategies or manage other context issues to enablefull employee engagement.

Correct employee engagement strategies drive and improve employee job performance supervisorproviding feedback and guidance, help employee on what is expected of them, have clear understanding of wherethe employee supervised is heading and acknowledges employee improvement in their works are important qualities. Engaged employee through freely sharing of ideas, feelings, hopes, difficulties faced at workplace, listen to difficulties of employee and react constructively to employee need are among the constructive ways thatcan enhance employee satisfaction. A workplace that makes employee proud to work there and giving the feelingof like to work there are important in creating employee work satisfaction. This will also encourage employee torecommend others to work there. Employee participation, work immensely, difficult to detach from their job andhappy working for the company are good sign of job satisfaction.

10. CONCLUSION

The study on employee engagement and its impact on job satisfaction reveals that the employees are satisfied with the work. It is also proved that employee engagement plays a very crucial role to achieve higher job satisfaction among the employees. The job satisfaction is divided into intrinsic and extrinsic satisfaction. This study showed a positive relationship between employee engagement and job satisfaction. Thus,through providing employee engagement opportunities, a company will improve employee job satisfaction. Engaged employees leads to higher job satisfaction.

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