

EMPLOYEE ENGAGEMENT AND ITS IMPACT ON JOB SATISFACTION

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ABSTRACT

Employee Engagement is on the fading and there is an emerging detachment among employees today. This study to investigate the impact of employee engagement and its impact on job satisfaction in Jacquard Fabrics India Private Limited. This is a descriptive study that aims to identify the various dimensions of employee engagement within the organization. Interview schedule method of questionnaire was collected. Percentage Analysis, t-test and simple linear regression was used and explain the relationships of various dimensions. The study was conducted on 85 employees from various functional departments from the population of 88 employees. Convenience Sampling Method was used in this research. The paper aims to determine the components and dimensions of employee engagement and its impact on job satisfaction. This study answered the research questions formulated. Recommendations to organization are reported.

Keywords: Employee Engagement, Job Satisfaction, Jacquard Fabrics

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 a delightful 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's become important for the organizations to stay its workforce engaged so on retain the highest talents. If the staff are engaged they have a tendency 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 antecedent to more temporary generalities of employee sentiment, like job satisfaction and commitment. Engaged employees come to figure on a daily basis feeling a connection to their organization, have a high level of enthusiasm for his or 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 engaged employees 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 issues which affect an individual's experience of labor, or their quality of working life. Job satisfaction is understood in terms of its relationships with other factors.

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 were analysed using SPSS software. This study revealed that the work overload is that the most important concern for the organisation 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 Organisational 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 study has been administered of 120 officers still because the clerks of the IT sector. The researcher has found that that among 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 related to job involvement. It had been concluded that there's a positive relationship between Employee Engagement and Job 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 Engagement positively 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 Work Satisfaction: A study on teaching Faculties”. The researcher conducted a literature search on work engagement and interview with 220 college faculties. The information were analyzed using SPSS 21 software and therefore the 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 efficient implementation 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.



Figure 1: Research Framework

OBJECTIVES OF THE STUDY

1. To analyze employee engagement and its impact on job satisfaction.
2. To determine the relation between employee engagement and job satisfaction.

NEED OF THE STUDY

The need of the study is to analyze the various dimensions of Employee Engagement and its impact on Job Satisfaction of employees working in Jacquard Fabrics India Private Limited.

SCOPE OF THE STUDY

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

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.

METHOD OF DATA COLLECTION

There are two types of data collection. They are

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 Jacquard 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 because the data collection relies on members who are conveniently available to participate in the study.

DATA ANALYSIS

Table: 1 Demographic Profile of the Respondents

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 results are 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.

		Count	Column N %
Age	18-25	28	32.9%
	25-35	37	43.5%
	35-45	16	18.8%
	45>	4	4.7%
Designation	Accounts	1	1.2%
	Accounts Manager	1	1.2%
	Administrative & HR	1	1.2%
	Canteen Labour	3	3.5%
	Canteen LABour	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%
	Knitting Labour	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 Incharge	1	1.2%
	Purchase	3	3.5%
	Sales Assistant	1	1.2%
	Sales Executive	1	1.2%
	Sales Manager	1	1.2%
	Shipping Incharge	1	1.2%
	Stores Incharge	1	1.2%
System Admin	2	2.4%	
Tape	5	5.9%	
Tape Incharge	1	1.2%	

	Warpin Labour	1	1.2%
	Warping Labour	11	12.9%
	Weaving :Labour	1	1.2%
	Weaving Incharge	1	1.2%
	Weaving Labour	10	11.8%
	Weaving LAbour	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%
Job experience in years, Experience in Jacquard Fabrics	1,1	12	14.1%
	10,2	2	2.4%
	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
Temporary		85	100.0%
Salary	10000<	2	2.4%
	10001-20000	70	82.4%
	20001-30000	8	9.4%
	30001>	5	5.9%

The above Table 1 shows a clear understanding of demographic profile of the respondents studied. It encloses the descriptive statistics of Age, Designation, Gender, Education, Marital Status, Area of Residence, Job Experience in Years, Nature of Job, 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 labour. 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 the respondents 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 are agree with openly talk about what needs to be done to be more effective, 49.4% of the respondents are agree with supervisor helps to understand and how work is important to the organization, 51.8% of the respondents are agree with 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 fairly paid 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 above 0.05.

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 is no 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 not significant at 5% level since there is relationship between Employee engagement and Job satisfaction.

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

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 labour.
- 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 be more effective.
- It is found that 49.4% of the respondents are agree with supervisor helps to understand and how work is important to the organization.
- 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 emerging workplace.
- 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 the company.
- 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 above 0.05.
- It is inferred that the perception of employees towards Job Satisfaction is that there is no significant difference 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 more engaged to their work and they are Satisfied with the work.

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, the researchers 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 enable full employee engagement.

Correct employee engagement strategies drive and improve employee job performance supervisor providing feedback and guidance, help employee on what is expected of them, have clear understanding of where the 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 that can enhance employee satisfaction. A workplace that makes employee proud to work there and giving the feeling of like to work there are important in creating employee work satisfaction. This will also encourage employee to recommend others to work there. Employee participation, work immensely, difficult to detach from their job and happy working for the company are good sign of job satisfaction.

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 so as 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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