



A STUDY ON THE IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION AND ORGANIZATIONAL COMMITMENT

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Abstract: This study investigates the impact of employee engagement on job satisfaction and organizational commitment. Using a quantitative research design with a structured questionnaire administered to 108 respondents comprising current employees, former employees, and interns, the study examines the interrelationships among these three constructs. Employee engagement was measured using a scale inspired by the Utrecht Work Engagement Scale (UWES-9), job satisfaction using the Minnesota Satisfaction Questionnaire (MSQ Short Form), and organizational commitment using Meyer and Allen's Three-Component Model. Descriptive statistics, reliability analysis (Cronbach's Alpha), Pearson correlation, and simple linear regression were employed for analysis. Results revealed that employee engagement has a significant positive effect on both job satisfaction ($\beta = 0.755$, $p < 0.001$, $R^2 = 0.571$) and organizational commitment ($\beta = 0.718$, $p < 0.001$, $R^2 = 0.516$). All three hypotheses were supported, confirming that engaged employees demonstrate higher levels of satisfaction and commitment. The findings offer actionable insights for HR practitioners to design engagement-driven strategies that enhance employee well-being and organizational sustainability.

Index Terms: Employee Engagement, Job Satisfaction, Organizational Commitment, UWES, Human Resource Management, Quantitative Research.

I. INTRODUCTION

1.1 Background of the Study

Even with considerable investments in employee development and employee engagement programs, most organisations are still struggling with issues related to decreased job satisfaction and poor organisational commitment. The heightened competition, performance pressures, technological upheavals as well as the shift in employee relations with organisations have affected the employee relation to their organisations. Temporary jobs, internships, and job contracts, as well as the frequent changes in jobs, have become the new reality, and it is harder to encourage employees to be committed to their organisations in the long term. These changes indicate a necessity to analyse the attitude of employees in a varied employment status and organisational setting.

1.2 Statement of the Problem

Over the past years, organisations in the various industries have come to realise the significance of controlling the factors relating to employees in an effort to realise sustainable performance and competitive advantage. In spite of tremendous investments within the human resource programs that seek to ameliorate work environments, worker motivation, and organisational culture, most organisations are still faced with issues surrounding employee disengagement, diminishing levels of job satisfaction, and diminished organisational commitment. These are major point of concern to the management, since they have a direct impact on productivity, employee retention and stability of the organisation.

The engagement of employees has become a crucial factor that dictates the behaviour and performance of employees. Nevertheless, in reality, numerous organisations find it difficult to ensure a steady level of engagement among the employees. Disengagement is often caused by factors like a growing work pressure, ambiguity in the job, job insecurity, lack of career advancement and insufficient recognition. In organisations which reward the employees with competitive pay and benefits, the workers might lack emotional and psychological attachment to the job thus remaining less enthusiastic and committed.

Another challenge that is persistent to organisations is job satisfaction. Although the traditional methods of job satisfaction have centered on extrinsic rewards like pay and job security, the modern-day employees are seeking more rewards which are internalized like meaningful job, intrinsic rewards, and a chance to grow personally. Failing by organisations to meet these changing expectations may result into dissatisfaction despite the provision of the most basic employment requirements. The unsatisfied employees will tend to develop withdrawal behaviours such as low performance, absenteeism and turnover intentions, which are undesired behaviours in organisations.

Despite the fact that employee engagement, job satisfaction, and organisational commitment are broadly discussed topics in organisational research, the existing studies tend to analyse these constructs separately or concentrate on a few elements of inter-relations between them. This kind of fragmented approaches could not adequately reflect the complexity of employee attitudes and

behaviours in modern organisation environment. It is necessary to integrate research that seeks to look at the effect of employee engagement on job satisfaction, and organisational commitment at the same time.

The other difficulty is that of practical application of the research findings. Companies tend to undertake engagement and satisfaction programs without having clear knowledge of how the factors interact to affect organisational commitment. Consequently, these efforts might yield a temporary state of increased changes without creating a long-term attachment and loyalty of employees. This underscores the importance of an empirical study that will give practically relevant information about the association between employee engagement, job satisfaction, and organisational commitment.

Based on these issues, the main gap of the current research is the absence of in-depth knowledge of the effect of employee engagement on job satisfaction and organisational commitment in modern organisational environments. In absence of such understanding, organisations might not be able to develop efficient human resource policies that would lead to long-term engagement, satisfaction, and commitment among employees. This study aims to fill this gap because it will analyse the interrelationships between these variables and give evidence-based information that can be used in making informed decisions by managers.

1.3 Research Gap

Employee engagement, job satisfaction, and organisational commitment are variables that have attracted much attention among scholars and practitioners in the organisational behaviour and human resource management spheres over the last few decades. The constructs have been studied by a number of studies in order to comprehend their effects on employee performance, motivation and retention. Although this literature has been rising, there are also some significant gaps, especially in how these variables have been conceptualised, analysed and combined in empirical studies.

Alongside situational constraints, contextual limitations result in the gap in the research. A large part of the literature today is focused on a particular industry, sector, or physical location which limits the possibility of findings being generalised. The contexts have diverse organisational practices, workforce, and employment conditions and these conditions affect the perceptions and attitudes of the workers. This means that the results of one organisational or cultural context cannot necessarily be easily generalised to other contexts. It needs more empirical data which encompasses different organisational conditions and modern working contexts.

Moreover, alterations in the employment pattern have not been sufficiently considered in most of the research works. The traditional research studies usually target the overall employees on full time permanent jobs thus ignoring the people who have been previously employed or are undertaking internship or working on short-term or flexible terms. With the rising rates of this kind of employment, this is an important gap in knowledge on employee engagement, job satisfaction, and organisational commitment in diverse employment circumstances. The analysis of these constructs in a larger employment context can give more comprehensive and informative information.

There is also a gap in the research due to methodological limitations. There are research studies that are based on a lot of secondary data or the sample size is very small which can influence the reliability and applicability of the findings. Also, the differences in measurement methods and situational interpretations may lead to incompatibility in studies. The empirical research needs to be well-structured based on the reliable instruments and adequate sample sizes to enhance the validity of the conclusions made on the relationships between employee engagement, job satisfaction, and organisational commitment.

In practical sense, organisations tend to adopt engagement and satisfaction programmes without having a clear picture on the long term effects on organisational commitment. The available research is not always useful in offering practical lessons that can be applied by managers in developing integrated human resource strategies. This is where the theory and practice gap lie, and it is critical to conduct research that covers the theoretical relationships besides providing implications of the research on organisational decision-making.

Considering the above gaps, there is an apparent requirement of unified research that investigates the consequences of employee engagement on job satisfaction and organisational commitment. The given research aims to fill these gaps by examining the interdependence between these variables in a modern organisational setting and in different employment statuses. In this way, the research is expected to make a contribution to the current literature and make valuable contributions to the academic research and the practice of managers.

1.4 Objectives of the Study

A research study has objectives that determine the direction of the study and also give it a clear outline of the direction in which the investigation will take. They define what the researcher wants to accomplish in the systematic inquiry and dictate what methodology, data collection and analysis methods the researcher wants to employ. In organisational research, clear objectives are assisted in seeing to it that the research does not go astray, but rather as relevant and as much as possible based on both theoretical and practical concerns. The current research paper is going to review the employee engagement and its impact on job satisfaction and commitment to the organisation in modern organisational contexts.

The main aim of the study is to examine the degree of employee engagement of the respondents. To determine how much employees are involved in the organisational activities, it is imperative to understand the level of employee engagement in their work. The analysis of the level of engagement will help the study to understand how employees value their job and to what extent they are willing to be motivated to work beyond their job scope. This goal is a stepping stone toward the overall effects of engagement to other employee attitudes.

The other significant aim of the study is to determine the degree of job satisfaction of the respondents. Job satisfaction is the overall assessment of employees in regards to their job experiences, and is very vital in determining workplace behaviour. The study will seek to know how the employees feel about different areas of their work such as their working environment, recognition, growth opportunities and support by their organisation, by analysing their level of job satisfaction. This goal assists in determining the overall satisfaction patterns among the employees and offers grounds in researching its connection with the engagement of the employees.

Particular Objectives of the Study

To test the degree of engagement of employees among the respondents.

To determine the degree of job satisfaction among the respondents.

To examine the degree of organisational commitment of the respondents.

To test the relationship among job satisfaction, employee engagement and organisational commitment.

1.5 Research Questions

The basis of any empirical study is research questions which state the particular issues that the study is aiming to investigate and bring some clarity to the process of research. The research questions that are well formulated are known to convert the general research objectives into specific research questions that can be investigated in an organized manner by data collection and analysis. Research questions are very important in organisational research as they help in the study of employee attitudes, behaviours, and perceptions at the workplace. The research questions developed in the current study are quite adequate as they are related to the objectives and the conceptual framework.

The initial research question is aimed at learning the extent of employee engagement of the respondents. Employee engagement is the level of involvement of individuals both in terms of emotions and psychology in their work-related roles. The analysis of the rate of engagement will assist in determining the level of employee activity in the organisational activities and the extent to which employees are associated with their work. This question is critical in ensuring that an initial point of knowledge on engagement is made in the sample and has been used as the starting point in examining and analysing the influence of engagement in other variables affecting the employees.

The second question of the research is aimed at investigating the degree of job satisfaction among the respondents. Job satisfaction is a general assessment of the employees concerning their job experiences and it is determined by various factors including work environment, recognition, supervision, and opportunities of growth. The study will aim at answering this question and the question will be how the employees perceive their job and whether they have positive or negative attitudes towards their job. This observation is important to study the interaction between job satisfaction and employee engagement and organisational commitment.

The other significant research question is connected to the degree of organisational commitment among the respondents. Organisational commitment indicates how much employees are psychologically attached to their organisation and their propensity to continue being associated with an organisation. The level of commitment gives an overview of how strong the relationship between employees and the organisation is and assists in evaluating the stability of the workforce. The question is especially topical within the framework of shifting trends in the sphere of employment and the rise in the mobility of the workforce.

In addition to analysing individual variables, the study aims at analysing the relationship between them. One of the key research questions is whether job satisfaction is connected to employee engagement. This question is intended to establish the connection between the increased levels of engagement and the increased levels of satisfaction among the employees. Through this relationship, the research aims at learning how far psychological engagement in employment affects how employees assess their experiences in work.

The other important research question is whether there is a correlation between employee engagement and the organisational commitment. The engagement of employees is regarded as a significant aspect in ensuring that employees develop emotional attachment towards their organisation. The question aims at looking whether or not engaged employees are more apt to demonstrate the greater rates of organisational commitment and higher desire to stay with the organisation. This is a relationship that one can gain by understanding the role played by engagement in long-term employee retention.

Research Questions

What is the level of employee engagement among the respondents?

What is the level of job satisfaction among the respondents?

What is the level of organisational commitment among the respondents?

Is there a significant relationship between employee engagement and job satisfaction?

Is there a significant relationship between employee engagement and organisational commitment?

1.6 Scope of the Study

The area of research study sets boundaries of a research study and puts into perspective the limits to which the investigation is conducted. It lays down the issue of the research areas, variables under study and the restrictions under which the study is conducted. A clear definition of the scope is useful in making sure that the study is focused and manageable and also gives the readers an opportunity to grasp the context and applicability of the findings. The current research is aimed at investigating the effects of employee engagement on job satisfaction and organisational commitment in a well-articulated parameter.

The area of the work is mainly concerned with the investigation of three major constructs connected with the employee attitudes within organisational context, such as employee engagement, job satisfaction, and organisational commitment. The reasons behind the selection of these variables is that they have a huge impact on the employee behaviour, performance, and retention. The research aims at examining the relation of employee engagement with job satisfaction, organisational commitment as a whole in order to offer a rounded comprehension on the relationship between the constructs.

This study is premised on primary data, which will be obtained via a structured questionnaire that will be administered via an online platform. The questionnaire will allow obtaining standardised data on the same subject by a large group of respondents, which will simplify the quantitative analysis. The study is thus confined to self-report measures that capture the perception and experience of the respondents regarding the engagement, satisfaction and commitment.

Regarding the population coverage, the study scope incorporates the population that is currently in employment, the population that has been in employment and population that has undergone internship roles. This non-selective method portrays the current trends in the employment and will enable the research to record a wider employee experience. The study is going to make its results more relevant in the contemporary organisational settings by taking into account various employment statuses.

The geographical location of the study is not limited to a particular geographic area since the data is gathered via online survey. This will enable the involvement of respondents in various regions hence making the sample more diverse. Nonetheless, the study does not involve a comparative study across the regions or cultures.

The research design and the research methodology also determine the scope of the study. The work will be based on the descriptive and analytic research design to identify the levels of employee engagement, job satisfaction and organisational

commitment, along with the correlation of variables. The data is analysed using statistical methods through descriptive analysis, correlation and regression.

When it comes to time, the study is a cross-sectional research since the data is obtained at a particular time. This enables one to study the existing perception and attitude of employees but fails to reveal the response to engagement, satisfaction, and commitment over the period. Consequently, the results indicate the state of affairs at the time when data was collected and might fail to capture the long-term trends and the future shifts in the attitude of the employees.

Overall, the limited scale of the given study is determined by the nature of the research question (employee engagement, job satisfaction, and organisational commitment), primary data gathered through questionnaires, diverse employment backgrounds of the respondents, and quantitative approach to the analysis. Although the research is prone to some limitations in terms of the design and sample and methodology, it is a specific and systematic analysis of central employee attitudes in the modern organisational practice.

1.7 Significance of the Study

The importance of a research study is that it adds to knowledge, practice, as well as decision making. It gives the justification of the importance of the study and the ways in which the findings can be useful to different stakeholders. Within the framework of organisational studies, the analysis of employee-related variables, including engagement, job satisfaction, and organisational commitment, is especially important, as the three constructs directly affect the organisational performance and labour stability. The current research is significant to organisations, employees, researchers, and management practitioners.

Organisationally, the research brings out very important findings on the role of employee engagement on job satisfaction and organisational commitment. These relationships can help organisations discover the important drivers of positive employee attitudes and the ability to design powerful human resource strategies. Successful organisations in improving employee engagement have better chances of reporting greater employee satisfaction and commitment resulting in less turnover and increased productivity.

The research also has implications to managers and human resource practitioners who have the responsibility of designing and implementing employee management procedures. The research can provide evidence-based information that may be applied to make informed decisions by looking at the effect of engagement on satisfaction and commitment. These insights can guide managers to align the engagement initiatives with the wider organisational goals and make sure that the organisational policies regarding the areas of leadership, recognition, and career development can effectively address the needs of the employees.

To the employees, the study is important in that it reveals the factors that can lead to positive work experiences and long-term organisational attachment. The realisation of the significance of engagement and its role in satisfaction and commitment can motivate organisations to concentrate on the well-being of employees and provide work-related environments that facilitate personal and professional development.

Academically, the research article serves a purpose of complementing the already existing literature regarding employee engagement, job satisfaction, and organisational commitment. Through the integrated analysis of these constructs, the research fills the gaps that have been observed in other researches that tend to analyse them independently. The fact that the various employment statuses have been included also contributes to the academic relevancy of the study being up to date with the workforce trends.

Moreover, the research has practical implications to organisations that deal with dynamic and competitive business environments. Since organisations experience issues surrounding employee retention, motivation and performance, engagement becomes more important to understand. The results of the study can be used by organisations to know the areas of improvement and adopt measures which would support long-term employee participation and retention.

II. LITERATURE REVIEW

2.1 Employee Engagement: Theoretical Foundations, Concept, and Evolution

In the literature on the modern human resource management and organisational behaviour, employee engagement has become one of the most powerful constructs. The current world is typified by immense technological change, competition, and the emergence of changing employee demands, so organisations are now realizing that employee satisfaction or compliance does not suffice to deliver sustainable performance. Rather, it has been more focused on creating a stronger psychological bond between employees and their job functions, which has often been thought of as employee engagement. This part is a critical review of the concept of employee engagement, its historical development, a broad theoretical outlook and its applicability as a foundational variable in the current research.

Employee engagement has its conceptual foundations in the seminal work of Kahn (1990) who was one of the first scholars to describe engagement as a specific psychological concept. According to Kahn, personal engagement was the process of harnessing the selves of the members of an organisation to their work roles in which individuals physically, cognitively and emotionally express themselves in the performance of their roles (Kahn, 1990). Engagement in this view is an expression of how much the employees dedicate their whole being to their job unlike disengagement where individuals retreat and protect themselves by being psychologically defensive. According to the framework developed by Kahn, three psychological conditions, which include meaningfulness, safety, and availability, are important antecedents of engagement.

The interest in employee engagement grew greatly after the work of Kahn, especially at the beginning of the 2000s, when organisations were searching constructs capable of explaining the discretionary effort, commitment, and employee performance beyond the conventional job attitudes. A powerful modern definition is presented by Schaufeli, Salanova, Gonzalez-Roma, and Bakker (2002) who developed the concept of employee engagement as a positive, fulfilling, work-based state of mind, which is described as being full of vigour, committed, and absorbed. In contrast to the role-based definition offered by Kahn, this definition places engagement as an on-going and ubiquitous affective-cognitive state as opposed to a temporary experience. Vigour is the high energy and mental fortitude at work, dedication is the feeling of importance and passion and absorption is the total concentration and joyful absorption in the work one does (Schaufeli et al., 2002).

Another way in which the employee engagement construct developed was its distinction with other related concepts like job satisfaction, organisational commitment and job involvement. Although these constructs overlap in terms of concepts, engagement is thought to be broader and more dynamic. Job satisfaction is more of an evaluative thinking with respect to the job conditions and organisational commitment is the feeling of an employee towards the whole organisation. Instead, engagement involves proactive

commitment of individual resources to work and work roles (Saks, 2006). Empirical research has shown that though engagement is positively related to job satisfaction and commitment, it is a different construct that has different antecedents and consequences (Christian, Garza, and Slaughter, 2011).

One of the most well-known theoretical models that guide the research in employee engagement is called Job Demands-Resources (JD-R) model, which was suggested by Demerouti, Bakker, Nachreiner, and Schaufeli (2001). According to the JD-R model, each occupation contains job demands (e.g. workload, emotional demands) and job resources (e.g. autonomy, social support, feedback). Job resources can be found to be very significant in enhancing employee engagement as they satisfy primary psychological needs, provoke individual development and motivation (Bakker and Demerouti, 2007).

Social Exchange Theory (SET) is another theoretical view that is associated with employee engagement. Saks (2006) claimed that engagement may be viewed as a mutual relationship between organisations and employees. When employees feel that their organisation has supported them, been fair and offered development opportunities, they feel that they have the duty to pay back by ensuring increased engagement. In this perspective, engagement is not a simple psychological condition but also a reaction to organisational behaviour and leadership actions.

According to the literature and experience, employee engagement has over time also been associated with good organisational results and therefore its theoretical and practical significance is even greater. It has been proposed that meta-analysis evidence indicates a positive relationship between engagement and task performance, organisational citizen behaviour and negative relationship between engagement and turnover intention and burnout (Hakanen, Bakker, and Schaufeli, 2006; Christian et al., 2011).

Overall, the idea of employee engagement is no longer a far-fetched psychological notion and has become a solid construct that is supported by solid theoretical bases, including the engagement theory developed by Kahn, the JD-R model, and the Social Exchange Theory. The literature always describes engagement as a multidimensional motivational state that is not exactly the same as job satisfaction and organisational commitment, but rather it is similar.

2.2 Employee Engagement and Job Satisfaction

The connection between job satisfaction and employee engagement has been widely discussed in organisational behaviour and human resource management literature because both concepts are core in explaining the well-being and performance of employees in an organisation. Where job satisfaction has been considered as one of the main factors reflecting the attitude of employees in relation to their jobs, modern studies are increasingly making employee engagement as an active and motivational state, which determines the level of their job satisfaction.

Job satisfaction is normally described to be a state of good emotion that arises after personal assessment of the activities and the working conditions (Locke, 1976). It indicates how much the employees are satisfied with many aspects of their work which include compensation, management, job itself and development. Employee engagement on the other hand is a more profound psychological interest in job roles, which is also energy, enthusiasm and immersion-based (Schaufeli et al., 2002). Though these constructs are independent of each other, they are closely interconnected since when employees are engaged, they will feel more positive emotions at work, which consequently will improve their job satisfaction.

Theoretically speaking, the engagement-satisfaction relationship can be well explained with the help of Job Demands-Resources (JD-R) model. An employee engagement is also facilitated by job resources, which according to the JD-R framework include autonomy, feedback, and social support which meet the basic psychological needs and increase the intrinsic motivation (Bakker and Demerouti, 2007). The same resources have been known to be crucial determinants of job satisfaction. Employees who are committed to the working process and have the resources to be energized, are the people who will rate their job experiences more positively, and hence be more satisfied.

Social Exchange Theory (SET) can also provide information on the interdependence between job satisfaction and the engagement of employees. According to SET, employees form attitudes of their jobs, depending on the perceived trade-off between their input and output to the organisation (Blau, 1964). Employees will respond by giving more involvement when organisations create favourable work conditions, treat them fairly, and provide them with chances to develop. Such increased involvement creates favorable work related feelings, which result in job satisfaction. Saks (2006) empirically had shown that job satisfaction is positively correlated to employee engagement implying that engaged employees have higher chances of viewing their jobs as challenging and fulfilling.

Empirical evidence is accumulating to conclude that employee engagement and job satisfaction are strongly connected in various industries and within various cultural settings. In their meta-analysis, Harter, Schmidt and Hayes (2002) have observed that measures based on engagement had a significant relationship with job satisfaction and other positive employee outcomes. Equally, Schaufeli and Bakker (2004) concluded that the more employees are engaged, the more they are satisfied with their jobs and the less burnout is realized.

This relationship was further strengthened by more recent studies, which investigated engagement as a predictor of job satisfaction. To provide an example, Albrecht et al. (2015) discovered that employee engagement is a strong predictor of job satisfaction in the long-term, despite other attitudes to the job, being controlled. This longitudinal data solidifies the postulation that engagement is the antecedent of satisfaction and not vice versa.

The positive relationship between job satisfaction and employee engagement is also supported in research carried out among emerging economies such as India. Research in the Indian organisational setting has indicated that engaged employees display greater levels of satisfaction based on the elevated levels of involvement, recognition and organisational goal alignment (Gupta and Kumar, 2013; Anitha, 2014).

Although the evidence is quite solid, other researchers have warned that engagement and job satisfaction do not necessarily have a simplistic and linear relationship. Macey and Schneider (2008) opined that although engagement is usually held to relate with positive attitudes, the high job demands and the lack of resources can undermine this. In these situations, the employees might work even with personal commitment or professional identity but feel unhappy because of stress or work overload.

To conclude, the existing literature gives a strong theoretical and empirical support that there is positive strong correlation between employee engagement and job satisfaction. Both the JD-R model and the Social Exchange Theory present the same explanation of how employees who are engaged and have sufficient resources and balanced organisational practices form more positive opinions about their job.

2.3 Employee Engagement and Organisational Commitment

Employee engagement and organisational commitment have been a subject that has been extensively studied with reference to organisational behaviour literature since the two constructs are deemed to be significant predictors of psychological attachment among employees to their organisations. Whereas employee engagement implies a vibrant and active participation in job positions, organisational commitment is a more lasting relationship between the employee and the company. It is vital to understand the role of engagement in fostering organisational commitment and especially in the modern workplace where retaining employees and ensuring long-term commitment is becoming a problem.

The three component model made by Meyer and Allen (1991) is the most popular way of conceptualising the issue of organisational commitment as it separates affective commitment (emotional attachment to the organisation), continuance commitment (perceived costs of not being in the organisation), and normative commitment (sense of obligation to stay). Affective commitment is one of these dimensions which have been most frequently related with positive work attitudes and behaviours. Affective commitment should be reinforced by employee engagement that is defined by vigour and dedication and absorption (Schaufeli et al., 2002), which should be theoretically reinforced because it leads to emotional attachment and identification with organisational goals.

In theory, the Social Exchange Theory (SET) offers a very powerful explanation of the engagement-commitment relationship. In SET, commitment is acquired by employees in terms of reciprocity when they feel favourable treatment by their organisation (Blau, 1964). When organisations put efforts in making their work environments interesting through conducive leadership, growth prospects and rewarding employees, employees reciprocate by putting more cognitive and emotional resources at work. The reciprocal process enhances organisational commitment, especially the affective and normative elements of organisational commitment. Saks (2006) empirically proved that employee engagement is positively connected with organisational commitment indicating that engaged employees experience a more strong obligation and attachment to their organisation.

There is a solid empirical evidence showing the positive relationship between employee engagement and organisational commitment. Indicatively, Hallberg and Schaufeli (2006) established that engaged staff members had a much higher affective commitment as opposed to disengaged employees. In a similar way, Schaufeli and Bakker (2004) found out that engagement had a positive relationship with organisational commitment and negative relationship with turnover intentions.

The longitudinal studies have also reinforced the argument that organisational commitment is predicted and preceded by employee engagement. Mauno, Kinnunen, and Ruokolainen (2007) established that the greater the levels of engagement, the greater was the organisational commitment in the long run, despite the fact that job satisfaction and burnout had been controlled.

The study carried out within the Indian setting also shows the importance of employee engagement in the development of organisational commitment. Research in the Indian organisations has realized that engaged employees also have more affective and normative commitment because of collectivist cultural values, which place more emphasis on loyalty, relationship and long-term affiliation with employers (Gupta and Sharma, 2016; Rai and Maheshwari, 2021).

Even though the overall relationship is positive, it is also admitted in the literature that engagement does not have a consistent effect on all aspects of organisational commitment. Although there is a strong and consistent relationship between affective commitment and engagement, the same is not evident with continuance commitment. Rather than the positive experiences at work, continuance commitment is strongly associated with the perceived costs of exiting.

To summarise, the literature offers a solid theoretical and empirical evidence to support the existence of positive relationship between employee engagement and organisational commitment. Through the Social Exchange Theory and the JD-R model, the current existing studies reveal all the time that engaged employees have a greater attachment to their organisations and are more inclined to stay longer with their organisations.

2.4 Organisational Commitment and Job Satisfaction

The perception of job satisfaction and organisational commitment has been the main theme of the organisational behaviour research over a number of decades since the two concepts are essential in understanding the employee retention, motivation and long term organisational success. Whereas job satisfaction is a reflection of the evaluative and emotional attitudes held by the employees towards their job experience, organisational commitment is a more secure psychological attachment towards the organisation.

Job satisfaction is usually understood as a desirable or gratifying emotional disposition, which is the outcome of the appraisal of job or job experiences by a person (Locke, 1976). It includes contentment with different aspects as work, remuneration, supervision, promotion prospects and colleagues. Organisational commitment especially in the three-component model by Meyer and Allen (1991) is a manifestation of the emotional attachment and the perceived obligation and perceived costs by the employee of continuing to be in the organisation.

Attitudinally, job satisfaction can be said to be a more immediate and situation-specific reaction, but organisational commitment is long-term as employees gain an amount of work experiences (Mowday, Porter, and Steers, 1982). High satisfaction is gradually reinforced by positive job experiences that make employees have emotional attachments towards the organisation. When employees are happy with their work, they are more likely to associate themselves with organisational values, feel proud of being part of the organisation and they are willing to stay with the organisation.

The Social Exchange Theory (SET) is a solid theoretical background in explaining the satisfaction-commitment relationship. SET suggests that employees develop their attitudes because of mutual interactions with their organisation (Blau, 1964). In case the employees feel that their organisation has good working conditions at work, good rewards and supervision then they have enhanced job satisfaction. They in turn respond to this by having increased commitment and loyalty to the organisation.

Job satisfaction and organisational commitment have a strong positive relationship that is supported by empirical evidence. In a pioneering research done by Porter et al. (1974), it was discovered that job satisfaction was highly correlated with organisational commitment as well as intention to stay. These results were later supported by meta-analyses which revealed moderate to strong correlations between job satisfaction and affective commitment specifically (Mathieu and Zajac, 1990).

The longitudinal studies have also reinforced the argument that job satisfaction is a precursor of organisational commitment. To illustrate, Vandenberg and Lance (1992) discovered that job satisfaction was found to predict organisational commitment changes over time than commitment. On the same note, Meyer, Stanley, Herscovitch and Topolnytsky (2002) noted that employees who

had a high level of job satisfaction regularly exhibited a high level of affective commitment, which consequently lowered turnover intentions.

However, even with the good empirical evidence, other scholars have raised concerns that job satisfaction does not necessarily guarantee organisational long-term commitment. Employees can be contented with some areas of their work but fail to have a strong emotional attachment to the organisation especially in an environment with low career advancement or poor organisation identification (Meyer and Allen, 1997).

Finally, the relationship between job satisfaction and organisational commitment is always strong and positive way through the literature. Based on the Social Exchange Theory and backed by the vast body of empirical evidence, job satisfaction becomes one of the key antecedents of organisational commitment, especially, its affective aspect.

2.5 Synthesis of Literature Review

The preceding sections have critically examined the theoretical and empirical foundations of employee engagement, job satisfaction, and organisational commitment. The literature demonstrates that these three constructs are central to understanding employee attitudes, workplace behaviour, and long-term organisational sustainability.

Employee engagement has evolved from an abstract psychological concept to a well-defined and empirically validated construct. The theoretical contributions of Kahn (1990), the Job Demands-Resources (JD-R) model, and Social Exchange Theory collectively explain how employees invest cognitive, emotional, and physical energy into their work roles. Engagement has consistently been linked with positive organisational outcomes such as improved performance, enhanced well-being, lower turnover intentions, and stronger attitudinal outcomes.

The review also confirms that employee engagement is positively associated with job satisfaction. The JD-R model explains that adequate job resources foster engagement, which in turn promotes positive evaluations of work experiences. Similarly, Social Exchange Theory suggests that when employees perceive supportive organisational conditions, they reciprocate with greater involvement and favourable attitudes toward their jobs.

Furthermore, literature supports the positive relationship between employee engagement and organisational commitment, particularly affective commitment. Engaged employees are more likely to develop emotional attachment to their organisation, internalise organisational goals, and express a willingness to remain within the organisation. The Three-Component Model of organisational commitment further clarifies how engagement primarily strengthens affective and normative commitment dimensions.

In addition, job satisfaction has been shown to play a significant role in enhancing organisational commitment. Satisfied employees tend to demonstrate stronger emotional attachment, loyalty, and intention to stay. However, while these pairwise relationships have been widely studied, much of the literature examines them in isolation rather than within a unified empirical framework.

Overall, the literature provides strong theoretical and empirical support for positive interrelationships among employee engagement, job satisfaction, and organisational commitment. However, there remains scope for integrated empirical examination of these constructs within a single analytical framework and across diverse employment experiences. The present study builds upon these theoretical foundations and empirical insights to examine the predictive role of employee engagement on job satisfaction and organisational commitment using a structured quantitative approach.

This synthesis of literature establishes the conceptual basis for the research design discussed in the following chapter.

III. RESEARCH METHODOLOGY

3.1 Chapter Overview

The foundation of an empirical study is research methodology. It offers a systematization in which the purpose of research is converted into quantifiable variables and then analysed by use of suitable statistical measures. The research problem, theoretical framework, data collection instrument, and methods of analysis make logical sense that is provided by the methodology taken in the present study.

The main aim of the study is to investigate the effect of employee engagement in job satisfaction and organisational commitment. Since these constructs are behavioural and attitudinal, it is necessary to make use of a research design that can be quantified, tested and their interpretation can be done objectively.

The chapter also provides the detailed research design, population and sampling plan, process of designing instruments, variables measurement, data collection process, assessment of reliability and validity, statistical methods employed, ethical issues, limitations of the methods used.

3.2 Research Design

The current research takes a quantitative research design. Quantitative research is especially suitable where the aim is to quantify the attitude, perception and relationship between variables in some structured and statistically confirmable way. Employee engagement, job satisfaction, and organisational commitment are psychological constructs and hence can be operationalised numerically with the help of Likert scales and a quantitative approach assures accuracy as well as objectivity.

The study is descriptive and explanatory. It is descriptive in that it aims at describing the levels of engagement, satisfaction, and commitment of respondents. It is explanatory in that it tries to establish whether employee engagement has a significant impact on job satisfaction and organisational commitment.

The research design is cross-sectional implying that data were gathered at one time instead of several periods. This design is appropriate since the focus of the research is to get the current or latest perceptions of the employees instead of following the changes over time. Cross-sectional studies are popular in the organisational behaviour research because it is feasible and efficient.

The study takes place also in the deductive approach. The conceptual groundwork is presented by theoretical bases like the Utrecht Work Engagement framework, Minnesota Satisfaction model and Three-Component Model of Commitment, developed by Meyer and Allen. In accordance with these well-established theories, the hypotheses were developed and tested with the help of empirical data.

The quantitative and deductive research design makes sure that the correlation between employee engagement, job satisfaction, and organisational commitment are analysed using the measurable indicators and objective methods of statistics.

3.3 Conceptual Framework and Hypotheses Development

The study has a conceptual framework that places the employee engagement as the independent variable, and job satisfaction and organisational commitment as dependent variables.

In the unfolding of employee engagement, vigour, dedication, and absorption as conceptualised, the theory speculates that employee engagement affects the satisfaction of employees with their job position and psychological attachment towards the organisation positively.

Based on the theoretical framework and prior empirical findings, the following hypotheses were formulated:

H1: Employee engagement has a significant positive effect on job satisfaction.

H2: Employee engagement has a significant positive effect on organisational commitment.

H3: There is a significant positive relationship among employee engagement, job satisfaction, and organisational commitment.

These hypotheses were tested using Pearson correlation and simple linear regression analysis.

3.4 Population of the Study

The target population in this research will comprise people with work experience. To acquire a variety of views and increase representativeness, the study will comprise employees who are currently working, previously employed people, and those who have only the experience of internship.

The sampling of respondents of various employment statuses would make the perceptions not be restricted to active employees. There are also relevant experiences of internship exposure where there is an organised organisational exposure, which is useful in the analysis of the engagement, satisfaction, and commitment constructs.

3.5 Sampling Technique and Sample Size

The study is not probabilistic as non-probability sampling is used, which is convenience sampling, owing to both time restrictions and accessibility. The questionnaire was sent out digitally via Google Forms and the respondents were free to do so themselves.

In certain cases, snowball sampling was used where the respondent would send the survey link to others in his or her networks. Although the non-probability sampling restricts generalisability to the entire population, this is acceptable in the case of academic research on relationship testing, as opposed to making inferences about the whole country.

The overall sample will be 108 respondents. Most social science studies would use a sample size of over 100 as being statistically sufficient in order to perform a multiple regression analysis. This is a good sample size that will offer adequate statistical power and easily manageable within the study.

3.6 Analytic Instrumentation and Questionnaire Design

A structured questionnaire was used to collect data that was split into four sections: Section A (Demographics), Section B (Employee Engagement), Section C (Job Satisfaction), and Section D (Organisational Commitment).

Section A contained six demographic variables: gender, age group, highest education level, employment status, work/internship experience, and type of organisation.

Employee engagement was measured using nine items based on the Utrecht Work Engagement Scale (UWES-9). The scale captures vigour, dedication, and absorption. Job satisfaction was measured using twenty items based on the Minnesota Satisfaction Questionnaire (MSQ Short Form), capturing intrinsic and extrinsic elements of satisfaction. Organisational commitment was assessed with eighteen items in reference to the Three-Component Model provided by Meyer and Allen, covering affective, continuance, and normative commitment.

Section B, C and D made use of a five-point Likert scale: 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree. Likert scaling can be used to measure attitudes and it is parametrically statistically analysed.

3.7 Measurement of Variables

The measurement of variables is a very important step in the empirical researches, because it is the determination of how abstract theoretical constructs are converted into measurable indicators. Three key constructs will be observed in the current study, which include engagement of employees, job satisfaction and commitment to the organisation.

The independent variable in this study is that of employee engagement. It is theorised as a beneficial, rewarding, job-related psychological condition that is vigorous, committed, and engrossed. Nine items that were based on the Utrecht Work Engagement Scale (UWES-9) were used to measure the construct across three dimensions: Vigour (high working energy, endurance, and readiness to put efforts in work), Dedication (enthusiasm, inspiration, pride, meaningfulness attached to work), and Absorption (full concentration and involvement in work activity).

Job satisfaction is the overall affective rate of one's job and its different aspects. Twenty items that were based on the Minnesota Satisfaction Questionnaire (MSQ) Short Form were used to measure job satisfaction, capturing intrinsic and extrinsic features including nature of work, supervision quality, working conditions, compensation, promotion opportunities, recognition, autonomy, and success.

The scale of organisational commitment was designed on the basis of a Three-Component Model of Meyer and Allen that identified three diverse yet connected dimensions: Affective commitment (emotional attachment and identification with the organisation), Continuance Commitment (apparent cost of quitting the organisation), and Normative commitment (moral obligation to stay). Six items were used to measure each dimension.

3.8 Data Collection Procedure

The online survey platform (Google Forms) was used to collect the data. The choice of the digital form can be explained by its convenience and the possibility to address respondents of various geographic and professional backgrounds.

The questionnaire link was sent electronically via personal networks, academic networks and professional networks. The respondents were informed about the educational reason behind the research, voluntary participation, anonymity and confidentiality, and estimated time to complete the survey. There were no incentives to be offered so that participation was both voluntary and not coerced.

Data was collected within a specific period of time. After the survey was closed, the answers were exported in spreadsheet format and filtered in terms of completeness. Any incomplete or duplicate responses were eliminated prior to analysis to guarantee integrity of the data. Upon the data collection completion, responses were exported to Microsoft Excel where they were coded and processed statistically.

3.9 Reliability and Validity

To establish the credibility of the research findings, one will have to ensure reliability and validity. Reliability describes the internal consistency of scales of measurements. Cronbach's Alpha coefficient was used in the evaluation of reliability of the employee engagement, job satisfaction, and organisational commitment scales in this study. Alpha values of 0.70 or more are taken to be acceptable in social science studies.

Validity is the degree to which an instrument is measuring what it is supposed to measure. Content Validity was also upheld as the questionnaire structure was based on the known and widely accepted instruments, including the UWES, MSQ, and the Three-Component Model of Meyer and Allen. The Multidimensional operationalisation of every variable supported Construct Validity. It met Face Validity as the questionnaire was reviewed to ensure that it was readable, clear and relevant.

3.10 Data Analysis Techniques and Tools

The analysis of data was performed via Microsoft Excel. The study was analysed in a systematic order starting with descriptive statistics and then going to inferential statistical methods that were in line with the research objectives.

3.10.1 Data Preparation and Coding

Data that was received in Google Forms was transferred to Excel. The characterization of all Likert scale answers was coded numerically: 1 - Strongly Disagree, 2 - Disagree, 3 - Neutral, 4 - Agree, 5 - Strongly Agree. Reverse coded items were recoded and composite scores calculated as averages.

3.10.2 Descriptive Statistical Analysis

Descriptive statistics such as mean and standard deviation were calculated to analyse the general rates of employee engagement, job satisfaction, and organisational commitment. Demographic characteristics of the respondents were described using frequency analysis and percentage analysis.

3.10.3 Reliability Analysis

Cronbach Alpha coefficient was used to test internal consistency of the scales. Individual analysis of reliability was done on employee engagement, job satisfaction and organisational commitment. An alpha value above 0.70 shows that there is a satisfactory reliability and consistency in items of the scale.

3.10.4 Correlation Analysis

The relationship strength and direction between employee engagement, the job satisfaction and organisational commitment were examined using Pearson Product-Moment Correlation. The coefficient of correlation (r) has a value between -1 and +1 in which the positive values signify a direct relationship whereas the negative values signify an inverse relationship. Statistical significance was considered on the level of 5 percent ($p < 0.05$).

3.10.5 Regression Analysis

The effects of the engagement of the employees on job satisfaction and organisational commitment were tested through simple linear regression analysis. The following two regression models were estimated: Model 1: Job Satisfaction = $a + b$ (Employee Engagement); Model 2: Organisational Commitment = $a + b$ (Employee Engagement). Regression analysis gives R-Squared value, the beta coefficient, and the p-value.

3.11 Ethical Considerations

Ethics were also used in the research to guarantee integrity, transparency and respect of the research subjects. The study was done on a voluntary basis and respondents were informed that the survey was focused on scholarly grounds, they were involved on a voluntary basis, they might retire at any time, and there were no correct and incorrect answers. Anonymity was observed strictly and no personal information like names, contact details or workplace identifiers were taken.

IV. DATA ANALYSIS AND INTERPRETATION

4.1 Chapter Overview

This chapter gives the analysis and interpretation of the data obtained to investigate the effect that employee engagement has on job satisfaction as well as organisational commitment. Primary data is analyzed by the use of the structured questionnaire provided with the help of Google Forms. One hundred and eight valid responses were received and put into statistical analysis. The collection of data was performed within the time frame of about 15 days.

This chapter aims at converting the raw responses into useful statistics in line with the objectives and hypotheses developed in the previous chapters. The analysis will be done in a systematic flow starting with the demographic profile of respondents, followed by descriptive statistics, reliability analysis, Pearson correlation, and regression analysis.

4.2 Demographic Characteristics of the Respondents

In this section, the demographic information of the 108 valid respondents incorporated in the study is made known. The demographic variables under analysis are gender, age group, highest education level, employment status, work experience and type of organisation.

4.2.1 Gender Distribution

Based on the survey findings, the number of males was 52.7 percent, females 44.5 percent, and those who preferred not to specify their gender 2.8 percent. The almost balanced representation increases validity of the results and minimises the gender effect on the interpretation of employee engagement, job satisfaction, and organisational commitment.

4.2.2 Age Group Distribution

Most of the respondents (40.9%) are aged between 25-34 years and the remainder of 33.6% are below 25 years of age. The age of respondents ranging between 35-44 years is 15.5% with 10% representing the age 45 years and above. The statistics suggest that the sample consists of young and early-career professionals mostly.

4.2.3 Highest Education Level

Most of the respondents are postgraduates (47.3%), and then undergraduates (43.6%). Fewer percentage (7.3%) indicated other qualifications with 1.8% having professional qualifications. The large percentage of graduates and postgraduates implies that the respondents are academically skilled.

4.2.4 Employment Status

Most of the respondents (66.4%) are working people. Around 20 percent had worked in the past and are currently not working, and 13.6 percent had experience in internship only. The prevalence of currently employed respondents assures that the analysis is mainly based on real-time organisational experiences.

4.2.5 General Work / Internship Experience

The work experience is distributed as follows: 33.6% of respondents have 2-5 years of experience, 30.9% have 6 months to 2 years of experience, 20.9% have less than 6 months of experience and 14.5% have above 5 years of experience. The data reveal that the majority of respondents are of early to mid-level career stages.

4.2.6 Type of Organisation

Most of the respondents (65.5%) are related to the private sector. The government organisations and other sectors have 10% and 14.5% respectively and the public sector makes 10%. The preponderance of private sector respondents implies that the results mainly represent organisational practices common among performance-focused private enterprises.

4.3 Descriptive Study Variables Statistics

This section gives the descriptive statistics analysis of the three main constructs: employee engagement, job satisfaction, and organisational commitment. The results are analyzed on the 108 valid responses on a five-point Likert scale ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

4.3.1 Employee Engagement

The measurement of employee engagement was based on nine items based on the Utrecht Work Engagement Scale (UWES). Mean score of employee engagement was 3.65 and the standard deviation was 0.93. As the mean is greater than 3.00, the results would suggest that respondents tend to have a positive and comparatively high degree of involvement in their work or internship experience. The value of standard deviation (0.93) implies there is a moderate dispersion around the mean.

4.3.2 Job Satisfaction

The level of job satisfaction was measured with the help of twenty items based on Minnesota Satisfaction Questionnaire (MSQ). The average job satisfaction was 3.42, with a standard deviation value of 0.98. The score above 3.00 means that the respondents have the moderately positive attitude towards the job or internship experience. Job satisfaction indicates a slightly lower average when compared to the employee engagement.

4.3.3 Organisational Commitment

The measurement of the organisational commitment was done using eighteen items on the basis of the three-component model developed by Meyer and Allen. The general mean score was 3.38 on organisational commitment and the standard deviation was 0.70. The moderately positive level of commitment implies that the level of emotional attachment, cost of quitting and sense of obligation to their organisation are reasonable among the participants. The standard deviation is comparatively smaller (0.70) which means less variation of the responses as compared to other constructs.

As demonstrated in the comparative analysis, employee engagement had the highest mean score (3.65), job satisfaction had 3.42, and organisational commitment had 3.38. The findings show that respondents become more engaged in their work as opposed to satisfied or committed at an organisational level.

4.4 Reliability Analysis

Reliability analysis was done to test the internal consistency of the scales used in measuring the study. The Alpha coefficient was determined as Cronbach, regarding the employee engagement, job satisfaction, and organisational commitment. A value greater than 0.70 is normally acceptable in social science research and a value greater than 0.80 is excellent and great internal consistency.

Table 4.1: Study Variables Reliability Analysis

Variable	Items Number	Cronbach's Alpha	Interpretation
Employee Engagement	9	0.973	Superb Reliability
Job Satisfaction	20	0.984	Good Reliability
Organisational Commitment	18	0.944	Excellent Reliability

The Alpha value of the employee engagement measurement was 0.973, which is high level of internal consistency between the nine items of engagement. Job satisfaction had a Cronbach's Alpha of 0.984 that indicates very high reliability on the twenty items. Organisational commitment created a Cronbach's alpha of 0.944, which indicates excellent internal consistency.

On the whole, the results of the reliability analysis prove that the three constructs are characterized by high levels of internal consistency. Thus, scale measures that are employed to measure the research in this study are valid and can be later correlated and regressed.

4.5 Correlation Analysis

Correlation analysis was undertaken to investigate the strength and orientation of the relationship between the employee engagement, job satisfaction and organisational commitment. The level of linear relationship between the variables was determined using Pearson Product-Moment Correlation coefficient (r). The measure of statistical significance was at the 5 percent level.

Table 4.2: Pearson Correlation Matrix

Variables	Employee Engagement	Job Satisfaction	Organisational Commitment
Employee Engagement	1	0.755	0.718
Job Satisfaction	0.755	1	0.719
Organisational Commitment	0.718	0.719	1

Note: $p < 0.001$

The correlation coefficient of employee engagement and job satisfaction was $r = 0.755$ and a p -value of less than 0.001, suggesting a high positive and statistically significant correlation. Employee engagement and organisational commitment had a correlation of $r = 0.718$, also significant ($p < 0.001$). Moreover, the relationship between job satisfaction and organisational commitment was significant with $r = 0.719$ ($p < 0.001$). On the whole, the three constructs are well and positively correlated with each other.

4.6 Regression Analysis

The regression analysis was undertaken to determine the effect of employee engagement on job satisfaction and organisational commitment. To test the predictive impact of employee engagement on the two dependent variables, the simple linear regression was used. The significance level was checked at 5 percent.

4.6.1 Effect of Employee Engagement on Job Satisfaction

Table 4.3 demonstrates the outcome of the regression analysis of the effect of employee engagement on job satisfaction.

Table 4.3: Regression Analysis – Model 1

Metric	Value
R	0.755
R ²	0.571
Adjusted R ²	0.567
Beta coefficient (Standardized)	0.755
Beta coefficient (Unstandardized)	0.793
p-value	< 0.001

The regression findings show that the job satisfaction is strongly positively affected by employee engagement. The R² of 0.571 indicates that employee engagement explains about 57.1 percent of the change in job satisfaction. The standardized beta coefficient of 0.755 means that employee engagement has a strong positive impact on job satisfaction. The p -value is lower than 0.001 meaning that the relationship is significant.

4.6.2 Effect of Employee Engagement on Organisational Commitment

The results of the regression on the effect of employee engagement on organisational commitment are illustrated in Table 4.4.

Table 4.4: Regression Analysis – Model 2

Metric	Value
R	0.718
R ²	0.516
Adjusted R ²	0.512
Beta coefficient (Standardized)	0.718
Beta coefficient (Unstandardized)	0.538
p-value	< 0.001

The regression analysis has revealed that organisational commitment is also positively influenced by employee engagement. The R^2 of 0.516 implies that employee engagement explains 51.6 percent of the variation in organisational commitment. The standardized beta coefficient of 0.718 indicates the strong positive effects of employee engagement on organisational commitment.

4.7 Hypothesis Testing Summary

Table 4.5: Hypothesis Testing Summary

Hypothesis	Statement	Statistical Result	Decision
H1	Employee engagement has a substantial positive effect on job satisfaction.	$b = 0.755, p < 0.001$	Supported
H2	The organisational commitment response to employee engagement is a significant positive one.	$b = 0.718, p < 0.001$	Supported
H3	Employee engagement, job satisfaction and organisational commitment are positively and significantly related.	$r = 0.755, 0.718, 0.719; p < 0.001$	Supported

The regression analysis outcome supports the fact that employee engagement is a significant predictor of job satisfaction ($b = 0.755, p < 0.001$). Therefore, H1 is supported. Organisational commitment is also largely forecasted by employee engagement ($b = 0.718, p < 0.001$), hence H2 is supported. The correlation analysis also indicates significant positive correlations, supporting H3.

4.8 Chapter Summary

This chapter showed data analysis and interpretation of data obtained on 108 valid respondents to test the effects of employee engagement on their job satisfaction and commitment to the organisation. The demographic data showed that the respondents were representative of various age groups, education qualifications, employment status as well as the type of organisations.

The descriptive statistics have shown that employee engagement had the highest mean score (3.65), followed by job satisfaction (3.42), and organisational commitment (3.38). The reliability results established that all the three constructs had high internal consistency. Correlation analysis revealed positive and statistically significant relationships among all three variables. The regression analysis confirmed that employee engagement is a significant predictor of both job satisfaction and organisational commitment.

V. DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Chapter Overview

Chapter 5 is the discussion, interpretation, and synthesis of the findings out of the empirical analysis in Chapter 4. The primary objective of the study was to investigate the effects of employee engagement as the determinant of job satisfaction and organisational commitment. Employee engagement is a very important psychological construct that has been greatly acknowledged in the contemporary organisational environment to determine employee attitudes and behaviours.

The analysis was based on the existing theoretical frameworks. The observation of employee engagement was based on the Utrecht Work Engagement Scale (UWES-9) that theorised the concept of engagement as a positive fulfilling and work-related condition that is characterised by vigour, dedication, and absorption. The dimensions used in the framing of job satisfaction were based on Minnesota Satisfaction Questionnaire (MSQ Short Form) with an emphasis on intrinsic and extrinsic aspects of satisfaction. Organisational commitment was theoretically conceptualised using the Three-Component Model (TCM) by Meyer and Allen that incorporates affective, continuance as well as normative commitment.

5.2 Discussion of Findings

In this section, the statistical findings in Chapter 4 are interpreted and connected with the objectives of the research and the theoretical framework. The two dependent variables are structured around job satisfaction and organisational commitment which form the basis of discussion.

5.2.1 Employee Engagement and Job Satisfaction Discussion

The results show that there is a positive and significant relationship between job satisfaction and the engagement of the employees. The descriptive statistics demonstrated moderate to high engagement levels that equate to positive levels of satisfaction that imply that engaged employees tend to feel more fulfilled and enthusiastic in their job.

The correlation analysis established a significant positive correlation, which implies that increased engagement is positively correlated with job satisfaction. The results of the regression also showed that job satisfaction is highly predicted by employee engagement. The R-squared demonstrated that the engagement is a significant contributor to the variation in satisfaction.

These results are consistent with the conceptualisation of engagement by Kahn that involves psychological presence in work roles. A cognitively and emotionally engaged employee has a higher chance of getting satisfaction in a work that they are involved in. Through the same, vigour, dedication and absorption elements of engagement automatically promote positive attitudes towards work.

5.2.2 Employee Engagement and Organisational Commitment Discussion

The employee engagement and organisational commitment also had a positive and statistical significant relationship. The findings of the correlation were low to argue that engagement is one of the factors that cause employees to be willing to stay on track with the organisational objectives. The regression analysis also confirmed that engagement is an important predictor of organisational commitment.

This is in line with the Three-Component Model of Meyer and Allen especially affective commitment. Emotionally attached and loyal employees are likely to be engaged employees of their organisation. The Job Demands-Resources model also explains this correlation whereby job resources increase engagement which consequently boosts commitment.

5.2.3 Integrated Discussion

Employee engagement has both short-term work-related attitudes (job satisfaction) and long-term organisational attachment (organisational commitment). As job satisfaction is the assessment of the employees about their roles, organisational commitment is an assessment of the psychological attachment of the employees to the organisation.

Altogether, the presented empirical research evidence indicates that employee engagement can be viewed as an essential factor that facilitates positive organisational outcomes on the individual and organisational levels.

5.3 Managerial Implications

The results of the present study have significant implications on managers and human resource professionals. Employee engagement is often known to have a great impact on job satisfaction and organisational commitment and so organisations have to view engagement as part of the strategic process rather than a marginal effort.

First, managers ought to work on ensuring that the working environment is conducive and resourceful. Engagement can be increased by offering freedom, constructive feedback and rewarding and developmental opportunities. Second, the leadership style is also critical to promote engagement. Open communication, consultative decision making, fair treatment enhances emotional attachment of the employees in their work and in the organisation.

Third, an engagement initiative can be used as a retention strategy. Because engagement has a positive effect on organisational commitment, organisations that invest in engagement initiatives might have reduced turnover intentions and workforce stability. Fourth, engagement must be incorporated in the performance management systems, through the human resource policies.

Lastly, organisations must appreciate that engagement takes place on both individual and organisational levels. Enhancing daily working experiences leads to greater job satisfaction whereas increasing adherence to organisational values leads to greater commitment in the long run.

5.4 Limitations of the Study

In spite of the fact that the research objectives were met, and meaningful results are obtained, this study is not devoid of limitations. First, the research was based on a rather small sample. Despite the sufficient size of the responses, the sample might have been enlarged to enhance the generalisability of the results. Second, the research design was cross-sectional, implying that the information was gathered at one instance. Third, the study was based on self-reported information, which might lead to response bias. Fourth, some questionnaire items were self-phrased based on validated scales but with some modifications. Fifth, the regression model did not factor other possible predictors of job satisfaction and organisational commitment.

5.5 Scope for Future Research

There are some directions of future research based on identified limitations and findings. First, future research can introduce a more heterogeneous and larger sample consisting of various industries and areas. Second, a longitudinal research design can be used to study the effects of employee engagement over time. Third, the introduction of mediating or moderating variables in future studies might be made. Fourth, quantitative findings may be supplemented with qualitative research methods. Fifth, cross-sectional research between organisations in the public and the private sector may provide useful insights. Lastly, researchers of the future can work with completely standardised and validated measurement tools without alterations.

5.6 General Study Conclusion

The current research was conducted to investigate the relationship between employee engagement and job satisfaction and organisational commitment. The quantitative research design was used to gather data in the form of a structured questionnaire based on tested theoretical backgrounds. The study included descriptive statistics, a reliability test using Cronbach's Alpha, a correlation test, and a regression test.

The study results show that there is a positive statistically significant effect of employee engagement on job satisfaction and organisational commitment. Workers who showed better data in terms of vigour, commitment and engagement in their employment were more probable to claim more satisfaction with their employment and emotional attachment to their organisations.

Practically, the implications of the findings include the idea that employee engagement needs to be approached as a strategic organisational priority. Organisations that promote engagement actively, with the help of supportive leadership, meaningful work design, recognition systems and development possibilities, have higher chances of improving employee satisfaction and commitment.

Finally, the research confirms that employee engagement is a measurable and powerful variable that has a profound impact on job satisfaction and organisational commitment. Having merged theoretical basis and empirical research, this study offers both theoretical and practical significance, reinstating the need to promote engagement as one of the primary reasons of desirable workplace results.

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