

Impact of Employee Engagement Programs on Their Job Satisfaction (with reference to Jaipur City)

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ABSTRACT

Increasing employee engagement has picked up momentum in almost all business organizations. Employees are said to be engaged where organizations have a sound work culture and communication practices, and the employees can get a suitable platform to express their concerns, as well as, appropriate opportunities to develop and build up their potentials.

Employee Engagement programs are often examined with its linkages to the retention of employees, job involvement, employee motivation, employee performance, and job satisfaction. This research paper tries to discover the effects of employee engagement programs on job satisfaction. A primary data of 50 employees working in various manufacturing organizations in Jaipur City was gathered through a structured questionnaire.

Pearson's correlation, Regression analysis, and ANOVA test were applied as a tool for data analysis. This study also provides a discussion and it offers direction for further research.

Keywords: Employee Engagement Programs, Employee Involvement, Job Satisfaction, Employee Satisfaction.

INTRODUCTION

People spend at work, a majority of their adulthood for the cause of earning. Unhappiness in the work environment can affect their psychological and physical well-being. Employee engagement is the act of an employee being engaged with, excited about, and happy with his or her work.

Numerous elements are interlaced with employee engagement programs and can influence work performance. One such factor is job satisfaction. Job Satisfaction alludes to the happiness that a person has with his or her job at the workplace. For HRD professionals, there exists a huge number of psychological, economic, and systems speculations that may fill in as underpinnings for the current research proposal. However, for the current study, just two factors were considered as especially valuable in clarifying the relationships of interest.

These are – Kahn's Personal Engagement Theory (1990), and Herzberg's Two Factor Theory of Job Satisfaction (2003). Kahn's personal engagement theoretical framework (1990) was

useful in understanding of the idea of employee engagement. As indicated by Kahn's theory, the individuals convey what needs be physically, psychologically, and genuinely in the jobs they involve; individuals are progressively energized and content with their jobs when they attract on themselves to play out their jobs, and individuals differ in their degrees of attachment to their jobs.

Besides, Kahn's theory advocated that individuals shift their degrees of personal engagement as per the apparent benefits or significance of a situation, the apparent safety of a situation, and their accessibility dependent on the resources they perceive to possess. Conversely, an individual can become disengaged and defend or protect oneself by pulling back and concealing one's actual character, goals, thoughts, and sentiments.

Herzberg's Two Factor Theory of Job Satisfaction (2003) is helpful in clarifying the relationships involving job satisfaction in the present literature review. Herzberg's Theory expresses that the degree of fulfillment an individual has with an employment is driven by two components – Motivating factors (which support execution and provides satisfaction, such as achievement and recognition) and Hygienic factors (which do not provide satisfaction to the employee but the absence of such hygienic factors leads to dissatisfaction and disappointment among the employees, such as policy, supervision, and salary).

Herzberg advocated that both, job dissatisfaction satisfaction are not contrary elements.

RATIONALE OF THE STUDY

There has consistently been a sort of ambiguity, as there isn't any clear definition of employee engagement, and the factors influencing employee engagement programs vary from organization to organization.

The present study connotes the effects of employee engagement programs on the issue of job satisfaction in manufacturing companies. The majority of the studies talk about the relationship of engagement with productivity and efficiency but this study focuses primarily on employee engagement programs in relation to employee job satisfaction.

REVIEW OF EXISTING LITERATURE

The Employee engagement concept is not totally new as many specialists, researchers, agencies, and organizations have been studying it for quite a while using diverse terminology and diverse definitions (Lockwood, 2007). For instance, employee engagement has been characterized as the degree of one's responsibility and commitment (Lockwood, 2007), a job-oriented state of mind involving dedication, absorption and vigor (Schaufeli & Bakker, 2004), job attributes that incorporate performing good and stating good things about one's owner and managers (Gubman, 2004), ultimate prize for the employers" (Towers Perrin, 2003, p.2).

Maslach and Leiter (2001) disclosed employee engagement to be described by vitality, inclusion, dedication, and adequacy, the immediate alternate extremes of the three burn-out

measurements, namely exhaustion, negativity, and absence of professional efficacy respectively. Therefore, the idea of engagement of employee was assessed by the contrary pattern of the scores on the 3 components of the Maslach Burn-out Inventory (MBI) – low scores on pessimism and depletion, and high scores on viability are demonstrative for work engagement.

Seigts et al. (2006) condensed the writings on employee engagement expressing that the variables of employee engagement deal with the association, professional success, conveyance of expectations, lucidity in correspondence, control over own job, position or recognition, contributions, a coordinated effort between the employees, validity in pioneers, and a feeling of trust within the organization.

These ten variables of employee engagement are the components inside the working environment that “attract, focus, and keep the most talented employees within an organization” (Buckingham et al., 1999, p. 28). According to Lockwood (2007), it ought to be the purpose of HRD to make a workplace that empowers commitment just as draws in potential employees.

The research paper of Malavika Desai, Majumdar, & Prabhu (2010) takes into account 2 different industries - the Car manufacturing industry and the Information Technology industry. The motivation behind their study was to locate and measure the changing the employee's degree of engagement in the two diverse industries. With the end goal of the research, a sample of 50 employees from the automobile manufacturing unit and fifty employees from an Information Technology Company located in Bangalore were taken.

The research concluded that the employee's degree of engagement was found to be comparatively higher in the car manufacturing unit than in the IT firm. The interceding variable indicated for the literature review is the job satisfaction. Job satisfaction may be characterized as the contentment or happiness that an individual employee has with his or her job.

Most researchers would, in general, concur that businesses are benefitted when employees have high levels of job satisfaction. It is so because job satisfaction among employees has been attached to expanded profitability, productivity, creativity, and dedication towards the organization (Syptak, Marsland, and Ulmer, 1999).

Piper (2006) detailed that an advantage of a study concerning employee satisfaction is the inferred message that the employees in an organization are esteemed and acknowledged. On account of its importance to working conditions just as its relationship to worker efficiency, the concept of job satisfaction is frequently researched and, therefore, it became one of the “best explored ideas in work place and organizational psychology” (Dormann & Zapf, 2001, p.483).

Abraham (2012) analyzes in his research, the different variables that impact employee satisfaction in an organization. Through a job satisfaction survey, the researcher enables to adopt an employee engagement program for the organization. The analyst expresses that the employees are greatly engaged when they have an inspirational attitude regarding the organization and are committed to the organization.

A sample of 2500 permanent employees of UAE Exchange and Financial Services Ltd., situated in Cochin, was considered for the intention of his study. Out of this, 150 employees were selected by using systematic sampling. Pearson's correlation and Regression analyses were used as the tools for analyzing the data.

RESEARCH GAP

The present workplace has advanced extensively. The procedure by which we anticipate that employee engagement should happen should be completely seen with the goal that managers can have systems or oversee other setting issues to empower full employee engagement. The developments and measurements of employee engagement programs are vague. There is still no outstanding and adequate idea of these builds and measures.

At present, there are barely any, thinks about that legitimately evaluate the connection between employee engagement programs, and job satisfaction. Researchers, Reviewers, and Analysts don't utilize similar segments and measurements to gauge the outcome of employee engagement programs on job satisfaction. The objective of the paper is to determine the dimensions and components of employee engagement programs, and probe its effect on job satisfaction.

RESEARCH QUESTIONS

To provide depth knowledge into the areas that empower businesses to comprehend the result of employee engagement programs on their employee's job satisfaction, the accompanying research questions were defined:

- To comprehend the constituents of employee engagement programs.
- To comprehend the components of job satisfaction.
- To study the perception of employees concerning the Employee Engagement programs in the organizations.
- To decide the connection between employee engagement and job satisfaction.

SIGNIFICANCE OF THE STUDY

Current studies are inadequate to generalize their findings on the constituents of employee engagement programs and job satisfaction. Therefore, this report has the acumen to provide awareness to the company on the constituents of employee engagement programs and enhancement to job satisfaction and the relationship between them.

Such a study will likewise be able to provide new evidence and reference material to those researchers who are keen on a further dig in this field of research.

HYPOTHESIS

- **Null Hypothesis 1 (H₀₁)** – There is no connection between extrinsic job satisfaction and proportions of employee engagement programs. Alternative

Hypothesis 1 (H_{11}) – There is a relationship between extrinsic job satisfaction and proportions of employee engagement programs.

- **Null Hypothesis 2 (H_{02})** – There is no connection between basic job satisfaction and proportions of employee engagement programs. Alternative Hypothesis 2 (H_{12}) – There is a relationship between basic job satisfaction and dimension of employee engagement programs.
- **Null Hypothesis 3 (H_{03})** – There is no association between extrinsic job satisfaction and intrinsic job satisfaction.
- **Alternative Hypothesis 3 (H_{13})** – There is an association between extrinsic job satisfaction and intrinsic job satisfaction.

RESEARCH FRAMEWORK

The present research proposal is attempting to look at the proposed relationship between the antecedent - employee engagement programs and the result variable - job satisfaction. The research framework for this study is exhibited in Figure 1.

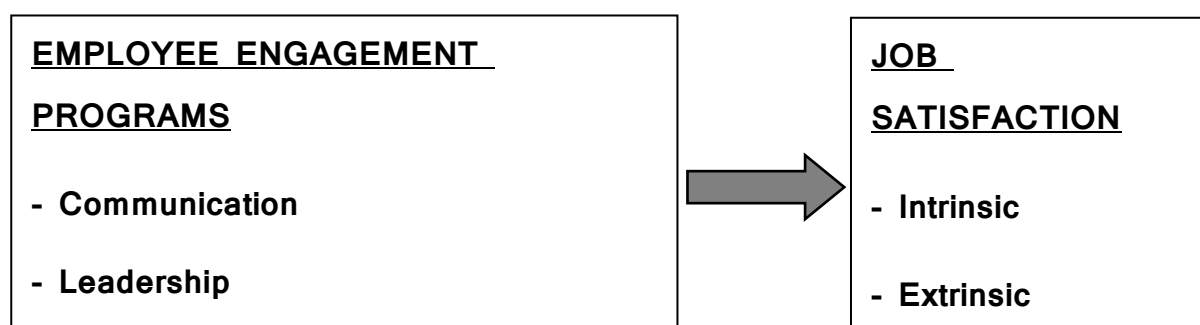


Figure 1: Research Framework

RESEARCH METHODOLOGY

The research study was exploratory in nature with the survey method being used to complete the study. Non-probability purposive sampling technique was used to select a sample of 50 respondents. Uniform questionnaire were used for estimating employee engagement and job satisfaction.

Data was gathered on a Likert type scale, where 1 represents the least agreement and 5 represents the greatest agreement. Item to total correlation was applied to check the internal uniformity of the questionnaires. The measures were standardized through the computation of reliability and validity.

Regression was applied to know the connection between employee engagement programs and job satisfaction. ANOVA analysis was used to ascertain the degree of association between employee engagement programs and job satisfaction.

ANALYSIS

Profile of Responding Employees

Table 1 tabulates the profile of all the 50 respondents that had responded to the research study.

An aggregate of 40 respondents are male and the rest 10 respondents are female. Out of total respondents, 10 are of age between 21 to 25 years, 32 of them are of age between 26 to 40 years and the remaining 8 are over 40 years of age. Forty-two respondents are production-operators with the remaining 8 were the production supervisors.

A total of 4 respondents possessed primary or secondary education, 16 with higher secondary education, 18 possessed diplomas and the rest 12 possessed degree qualification. 14 of them are single and 36 are married. A total of 10 respondents have service of fewer than 2 years in the Company, 26 with 2 to 5 years and the remaining 14 have worked for 5+ years with the Company.

Table 1: General Characteristics of Respondents

No.	Demographic (N=50)	Categories	Frequency	Percentage
1.	Gender	Male	40	80.0
		Female	10	20.0
2.	Age group	21 - 25 years	10	20.0
		26 - 40 years	32	64.0
		Over 40 years	8	16.0
3.	Job position	Operator	42	84.0
		Supervisor	8	16.0
4.	Education background	Primary or Secondary Education	4	8.0
		Higher Secondary Education	16	32.0
		Degree Course	12	24.0
		Diploma Course	18	36.0
5.	Marital status	Single	14	28.0

		Married	36	72.0
6.	No. of years in service	Less than 2 years	10	20.0
		2 - 5 years	26	52.0
		More than 5 years	14	28.0

Factor and Reliability Analysis

The scope of employee engagement programs and job satisfaction were exposed to factor analysis using the Varimax rotation and reliability analysis. The number of items and descriptions of these dimensions are shown in Table 2. Cronbach's alpha was used to survey the stability of the entire scale. Reliability scores are in the range of 0.70 are considered to be satisfactory, and hence, were acceptable [¹].

Multivariate Data Analysis (Fifth Edition), Prentice Hall, Upper Saddle River, New Jersey. The matter on employee engagement program yielded five dimensions and were appropriately named transformational leadership ($\alpha = 0.720$), transactional leadership ($\alpha = 0.748$), supervisor-subordinate communication ($\alpha = 0.785$), employee commitment ($\alpha = 0.820$), and employee job involvement ($\alpha = 0.813$).

The items of job satisfaction yielded two dimensions. These are extrinsic job satisfaction ($\alpha = 0.800$) and intrinsic job satisfaction ($\alpha = 0.740$). All the above reliability coefficient results are acceptable.

Table 2: Reliability of capacity: Scope of Employee Engagement Programs and Job Satisfaction

Scope of employee engagement programs and job satisfaction	Number of Items	Description of Dimension	Cronbach's Alpha
Leadership	4	Transformational Leadership	0.720
	2	Transactional Leadership	0.748

¹ Hair JR, J. F., Anderson, R. E., Tatham, R. L., and Black, W. C. (1998).

Communication	4	Supervisor subordinate Communication	0.785
Commitment	4	Employee Commitment	0.820
Employee Involvement	4	Job Involvement	0.813
Job Satisfaction	5	Extrinsic Job Satisfaction	0.800
	5	Intrinsic Job Satisfaction	0.740

Correlations Analysis

The correlation results between the variables studied are tabulated in Table 3. It demonstrates that all the scope of employee engagement programs - transformational leadership, transactional leadership, supervisor-subordinate communication, employee dedication, employee job participation, are interrelated with extrinsic job satisfaction. However, all the scope of employee engagement programs excluding transactional leadership is interrelated with intrinsic job satisfaction. It is however observed that the Internal and Internal components of job satisfaction are not linked.

Table 3: Correlations between Variables

	Variables	1	2	3	4	5	6	7
1	Transformational Leadership	1						
2	Transactional Leadership	0.51**	1					
3	Supervisor subordinate Communication	0.59**	0.34*	1				

4	Employee Commitment	0.52**	0.32*	0.58**	1			
5	Job Involvement	0.38*	0.38*	0.52**	0.69**	1		
6	Extrinsic Job Satisfaction	0.66**	0.50**	0.50**	0.57**	0.34*	1	
7	Intrinsic Job Satisfaction	0.54**	0.18	0.40*	0.58**	0.55**	0.28	1

* Correlation is significant at the 0.05 level (2-tailed).

** Correlation is significant at the 0.01 level (2-tailed).

REGRESSION ANALYSIS

For regression analysis, the threshold limits were usually in the range of 15 to 30 and the common variance values of the variables were from 1 to the cut-off of not to exceed 10 was used. The threshold value of 2.5 was used to check for outlier's case and instances of cases falling outside the range were dropped from the analysis. This was done to ensure that the results of the regression remain reliable and valid. Regression between Employee Engagement Programs and external Job Satisfaction The outcome of the regression of apparent use of employee engagement and employee external job satisfaction is tabulated in Table 4. It demonstrates that R^2 change is 0.320 and the relationship is critical at $p < 0.001$.

It suggests that all the five proportions of employee engagement programs explained a total of 32% of the variation in the enrichment of employee external job satisfaction. For multiple regression analysis, the minimum R^2 for statistical significance with a power of 0.80, 5 independents variables and sample size of 50 at 0.01 and 0.05 levels are accordingly 29% and 23%. In this study, the sample size is 50 with 5 independent variables and the R^2 is 32%, at $p < 0.001$ indicating that the regression model is valid. The Durbin Watson estimate of 1.640 also indicates that the outcome of the regression model is substantial.

Table 4: Regression analysis between Employee Engagement Programs and external Job Satisfaction

R square	Adjusted R square	Change Statistics					Durbin Watson
		R square change	F change	df 1	df 2	Sig. F change	

0.580	0.260	0.320	4.728	5	49	0.001	1.640
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Regression between Employee Engagement Programs and Intrinsic Job Satisfaction

Table 5 tabulates the outcome of regression of employee engagement programs and employee intrinsic job satisfaction. The F-change shows 6.737, R^2 change 0.430 and Durbin Watson estimate of 2.080 suggests that there is a important association between employee engagement programs and employee internal job satisfaction.

Table 5: Regression analysis between Employee Engagement Programs and Intrinsic Job Satisfaction

R square	Adjusted R square	Change Statistics					Durbin Watson
		R square change	F change	df 1	df 2	Sig. F change	
0.638	0.346	0.430	6.737	5	49	0.000	2.080

RESULTS & FINDINGS

Leadership assumes a crucial role in employee engagement programs. Both transformational and transactional leaderships are associated to internal and external employee job satisfaction and transformational leadership is associated to external job satisfaction. The outcome additionally demonstrates that supervisor-subordinate communication is correlated with extrinsic and intrinsic job satisfaction. The outcome of this study likewise upheld that organization that encourages employee engagement acknowledges success in terms of job satisfaction.

The components of employee engagement programs, which are also drivers of engagement, are the transformational leadership, transactional leadership, supervisor-subordinate communication, employee commitment, and employee involvement. The job satisfaction is alienated into internal and external satisfaction. Organization drives engagement of employee at work, and to satisfy this responsibility an association can focus on this driver of employee engagement to drive the engagement programs.

The results of the study demonstrate that there is a strong relation between the variables, employee engagement programs and job satisfaction; also employee engagement programs have positive effect on job satisfaction of the employees.

SUGGESTIONS & RECOMMENDATIONS FOR FUTURE RESEARCHERS

The research study for the most part deals with the transactional aspects of job satisfaction wherein the motivational factors that are transformational in nature, can be incorporated into the study to build the extent of the effect of engagement factors and job satisfaction. The association between the employee engagement programs and job satisfaction can further be reached out to examine the impact on employee motivation and organizational performance.

CONCLUSION

A study of the relationship with various associated variables helps to fill the gap in the literature as employee engagement is fairly a new term that hasn't yet been linked to job satisfaction. Kahn's Personal Engagement Theory and Herzberg's Two-Factor Theory of Job Satisfaction were used as the hypothetical underpinnings for the survey. The significance of this area of study to Human Capital Development was emphasized.

This research paper endeavors to give some helpful insight in comprehending the components and scope of employee engagement programs, and investigate its impact on job satisfaction. The components of employee engagement programs are the transformational leadership, transactional leadership, employee communication, organizational communication and employee involvement. The job satisfaction is separated into internal and external satisfaction. This research has shown a positive relationship between employee engagement programs and job satisfaction. Thus, throughout providing employee engagement opportunities, a company can surely develop employee job satisfaction. Engaged employee prompts for higher job satisfaction.

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