

The Impact of Employee Engagement on Job Satisfaction- An Emerging Trend

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Abstract

Employee engagement is a raging topic for any organisation in a global market. Engaged employees tend to contribute more to the organizational productivity. It also wires in upholding a higher level of assurance. Employee Engagement is the level of employee's pledge and involvement towards their association and its standards. The organizational triumph hinge on employee's productivity which is enhanced through employee's commitment towards his organisation. This paper is attempted to analyse the benefits of engaged employees for the growth and development of organisation and its success. This paper makes an attempt to study the different dimensions of benefits of employee engagement. This can be used to provide an indication reference on some of the conceptual and practical work undertaken in the area of the employee engagement practices. The main objective of the study was to analyse and interpret the benefits of employee engagement on the performance of the organisation as a whole in context to Indian Market.

Keywords: Employees engagement, Employee performance, Job satisfaction, challenges

Introduction

In today's stimulating world it is not just to retain endowed persons but also to involve them solely both psychologically and substantially.

Employee turnover has taken different sectors in the industry by a storm, as employees are found to be constantly swapping jobs thus causing high attrition rates. Many studies are being directed all around the world by several HR professionals to derive at conclusions about the issues accountable for swaying the engagement.

Employee engagement has emerged as a perilous driver of business triumph in today's modest marketplace. Further, employee engagement can be a determining influence in organisational success. Not only does engagement have the concealed to dramatically affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company repute and overall stakeholder value. Thus, to gain a competitive superiority, organizations are setting plans for employee engagement and obligation. An employee could also be found to experiencing three different stages of engagement. He could be engaged, not engaged or disengaged. Engaged employees are those who work with passion towards the organization's goals. An employee who is not engaged is one who is seen to be contributing but not with desire and liveliness towards the organization's communal goal. Disengaged employees are those who are ill-fated at their work an act out of their unhappiness. Employee engagement is defined as "the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment."

An assessment of the article based on the 10 C's for employee engagement by the author, George Ambler (2007) dragged the facts and highlights from the full story in the Ivey Business Journal and highlights the 10 C's of employee engagement as follows:

S.no	C's of Employee Engagement
1	Connect
2	Career
3	Clarity
4	Convey
5	Congratulate
6	Contribute
7	Control
8	Collaborate
9	Credibility
10	Confidence

The research paper shows how an engaged employee contributes more towards organisation effectiveness and growth. In fact, employees with the highest levels of commitment perform better and are less likely to leave the organization, which indicates that engagement is linked to organizational performance. In contrast, job satisfaction—a term sometimes used inter-changeably with employee engagement—is defined as how an employee feels about his or her job, work environment, pay, benefits, etc. The happier people are with-in their job, the more satisfied they are said to be. Job satisfaction is a very important attribute which is regularly measured by administration. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions included while evaluating the satisfaction of the employees may include work tasks, variety of responsibilities, promotional prospects, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "dissatisfaction" and 5 represents "highly satisfied").

Objectives of the Study

1. Conceptual framework of Employee Engagement.
2. Identification of various factors affecting Employee Engagement
3. Benefits of employee engagement towards the Employee Satisfaction of the organisation.

Literature Review

Authors	Objective/Purpose	Sample Size	Constructs/Variables Studied	Key Findings
Prof. Priyadarshni Nidan [85] (2016)	To measure the employee engagement in retail Indian sector.	semi structured questions are prepared which contain questions related to	-Motivation -Enthusiasm and willingness to work	There are several factors like commitment, Dedication, compensation

		motivation and pride and performance and commitment. Primary data is collected from the managerial level employees of 5 different retail Store. (Indian Retail Sector)	-Performance and commitment	which influence the employee performance and motivation in the Organisation.
Dr. A Kumudha, Harsha KJ [83] (2016)	To find the relationship between employee's retention with regard to HRM practices, Job Satisfaction and Organizational Commitment within the organization.	Semi-structured questionnaire was designed for 437 respondents were Used to collect data. (Jebel Ali International Hospital in Dubai.)	-HR Practices -Job Satisfaction -Organizational Commitment -Intent to Leave/ Stay	Key factors which affects employee retention in UAE organisations are as the leadership style of top managers, fairness in the treatment accorded to employees by their supervisors a clear Understanding.
Dr. Hammad Alshammari [80] (2015)	To current study aims understand the scope and importance of employee engagement in various organizations and to determine the factors enhancing employee engagement level	The study reviews the literatures of various past relevant research studies & conceptual points as Well. (Saudi Arabia).	-Co-worker Relationship -Rewards & recognition -Working conditions Work-role fit -Career advancement s -Job Satisfaction	The result concluded that Employee Training & development, Supervisor's support, Team & Co-worker Relationship, Rewards & recognition, Working conditions, Work role Fit.

Safiah Rashid, Mohd Amy Azhar bin, Mohd Harif [79] (2015)	To explore the vital factors of employee engagement and their outcomes at organizational and Individual levels.	Personal interview technique will constitute the methodology of this research for primary Data collection. Snowball sampling Technique was used. (Malaysia)	Profitability Productivity Business Growth Absenteeism	By identifying the critical factors of organizational level outcomes, it will help the top management of SMEs and the policymakers to optimize employee engagement and to propose well designed support programs and strategies for performance improvement in SMEs.
Deepika Pandita [69] (2014)	employee engagement and also throws light on key drivers of Employee Engagement.	based on these findings & Literature for this study was predominantly sourced from internet searches and use of management journal databases such as EBSCO, EMERALD, Elsevier and SCOPUS and other Sources as well.	-Work life balance -Leadership	The key assets to any organization and if they are not given the right space and time to make a perfect blend of work and fun at workplace then the sense of dis-engagement sets in the Employees.
Silvia Simbula and	The purpose of the present study was	This study was conducted	-Work engagement	The findings indicated that

Dina Guglielmi [62] (2013)	to examine longitudinal relationships between work engagement and mental-health problems, job satisfaction and extra role Performance.	among 157 schoolteachers, and the time lag was of five months on Average. (Italy)	-Mental-health problems -Job satisfaction -Work engagement -Job satisfaction	the relationships among work engagement, wellbeing and contextual performance are best explained when both causal and reversed causal relationships are taken into account.
Ologbo C. Andrewa, Saudah Sofianb [57] (2012)	The main aim is ascertaining the uncertainty about the influence of individual factors of employee engagement on work outcomes using the measures of employee engagement.	The participants of this study was 104 HR officers at the Inland Revenue Board of Malaysia.	-Employee Communication -Employee Development -Organization Commitment -Peer Support	The findings of this study supported that social exchange theory (SET) can be used as a theoretical framework in understanding the construct of employee engagement and retention.

2. Challenges

1. **Commitment:** Commitment means the grade to which individuals subordinate themselves with the occupation, the tasks and the organisational objectives. Engaged employees are those who are captivated by their effort and dedicated to air every challenge to accomplish their goals. They are dependable and highly productive and therefore, are accountable for what they do.
2. **Motivation:** Up till freshly it was supposed that the principal motivation is achievement. The contrary is also accurate, which means achievement consequences in more enthusiasm. If employees put in their comprehensive energies to take their organisation to the resulting level, this attained status inspires them more than anything. Proper rewards and recognitions can further motivate them to realize more and more for their organisation.
3. **Loyalty:** Employees who are actively engaged in their work show more loyalty towards the organisation. The best part is that they need less emphasis and consideration of managers to complete their task as they

themselves feel responsible for their job responsibilities and outcomes attained. However, it doesn't take much time for actively engaged employees to turn into disengaged employees if the organisation doesn't have a well-established reward system. Recognition is a basic requirement of people to remain coaxed up towards their job.

4. **Trust:** High levels of employee engagement can be fostered only when trust prevails in the organisation from both the sides. As they segment strong emotional bond with the organisation, the later should also display trust in their skills. Employees must be given independence to complete their responsibilities their way. They should not be controlled to a specific guidelines and protocols and thus, should be driven to experimentation to perform their duty in a different and advanced style.

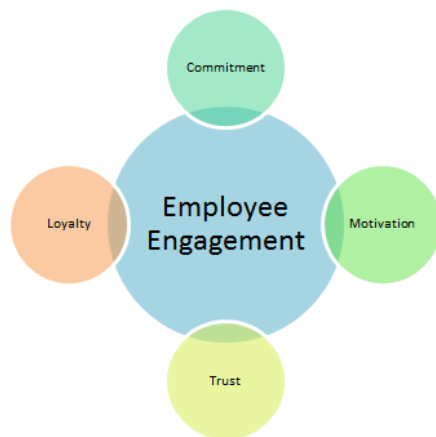


Figure representing the challenges of Employee Engagement

Factors affecting levels of Employee Engagement.

2.1 Career Development

Organisations with highly engaged employees provide their employees with ample opportunities to learn skills, develop abilities, acquire knowledge and reach their potential. Career development practises help organisations retain talented employees and also provide personal development opportunities. Employees tend to invest in companies that invest in them by planning for their career development. Also, adequate level of employee development via training, skills and learning can result in making employees more engaged with respect to the job and the organisation.

2.2 Effective Management of talent

Employee engagement-friendly culture appreciates the diversity related to talents and skills that come in with the employees and prompts the employees to aspire for and achieve the vision of future⁴. A talent management strategy comprising of career planning, organisational support and incentives can result in high engagement and reduced attrition levels in the organisation. The Employee engagement is seen to be highly influenced by one factor, effective management amongst other factors.

2.3 Leadership

Employees show more engagement towards the organisation when they see themselves getting praised by their immediate managers, they have the leadership's attention (for example, one-on-one conversations). In case of entrepreneurial firms, the leadership needs to be visionary, future oriented and should involve the employees in

their vision in order to increase employee engagement. The quality of leader member exchanges between supervisors and employees affect the engagement levels of the employees.

2.4 Respectful Treatment of Employees

A culture wherein respect is valued results in better engaged employees. A managers' attitude of respect towards the employee and fair treatment of the employees comprehends if a manager would listen to the ideas or suggestions of the employee, or whether makes the employees feel valued or whether they can communicate effectively with the employees.

2.5 Empowerment

Employees feel that they should be able to express their views for decisions that might affect their functions. The leadership of highly engaged workplaces makes a challenging and trusting environment, wherein employees are urged to disagree with prevailing orthodox practises, to innovate and help the organization grow. The ability of employees to give their views to the senior management also impacts engagement.

2.6 Fair Treatment

The employee's engagement tends to be higher when the boss or superior provides them with equal opportunity for advancement and growth for all employees. Egalitarian pay structures also impact employee's engagement level in the organisation. The employees having greater sense of procedural justice have greater probability of reciprocating it with higher levels of organization engagement.

Greater amounts of informational justice lead to more behavioural and cognitive engagement towards work with symptoms of greater commitment and motivation, taking pride in work and feeling of excitement for it.

2.7 Performance Appraisal

An organisation following an appropriate appraisal technique, known to be unbiased and transparent, tends to show higher level of employee engagement. Communication between manager and employee regarding performance expectations and role clarity with respect to the employee's role also increase engagement levels. Goal setting has a positive influence on employee engagement which in turn positively impacts workplace optimism and lastly these results in positive impact on individual performance.

2.8 Pay and Benefits

The three high-rated monetary incentives namely increased base pay, cash bonuses, stocks or stock options. In order to use salary as an effective engager, the employer should attach it to jobs, performance, special or personal allowances, pensions, fringe benefits etc. Incentives, intangible rewards and quality of leadership have stronger relationship with the organization's ability to produce highly engaged employees as compared to components like base pay and benefits. An employee understands of the strategies, programs and systems in place for compensation lead to greater level of engagement amongst them.

2.9 Health and Safety

The levels of engagement are correlated with the feeling of security while working. Therefore, all organizations must adopt suitable systems and methods for the safety and health of the employees. Working hours and health and safety amongst other factors were found to be precursors to employee engagement in case of the public sector as well.

2.10 Satisfaction

Satisfaction is the stepping stone to engagement; therefore it is important for an organisation to match the goals of the job to the individual goals of the employee so that he can feel satisfied about his job. Employees with higher levels of self-efficacy are more likely to be engaged when it comes to work as it leads to a higher temperament to spend extra efforts and energy completing tasks and therefore greater absorption and involvement.

2.11 Family Friendliness

It refers to an individual's families' influence on his or her work. Engagement comes into the picture when the employee develops an emotional attachment with the organisation as a result of the benefits provided for his family by the organisation.

2.12 Talent Recognition

Factors affecting job satisfaction and employee engagement were analysed and in that it was found, in most sectors, few non-financial motivators are usually effective in building employee engagement in a long term. The antecedent rewards and recognition are correlated positively with organizational engagement. This implies that senior managers must design jobs in order to let their employees take pride in working and thus giving them identity, autonomy, constructive feedback and task significance, and to match the qualifications and the current skills of these employees who are trained and developed.

Employee Engagement Practices In Various Organisation in Indian Context-

At the **Tata Consultancy Services (TCS)**, the senior executives guide their team members who come up with innovative solutions in their work-related issues. This has ultimately resulted in the development of a large number of useful products that have added to the success of the business.

At **Bharti Airtel Ltd**, the best performers of the month and the new joiners are rewarded by the way of a special dinner / lunch with the Chief Operations Officer. The levels of employee engagement across all levels and groups are monitored at Aditya Birla Group, who carries out, periodic Organisational Health Study (OHS), led by the chairman, it gives the employees an opportunity to express their own opinions on a range of issues without fear of broadcasting their identity. Another key engagement factor has been 'The Aditya Birla Awards for Outstanding Achievement'. The Birla Group have conducted competition such as "Oh! Not so smart", "Vision 2015" etc. for all employees. It has also created a portal where one can find job opportunities across all the horizontals and verticals of Birla across all geographic locations. It also has opened up many learning opportunities like:

- a) Gyanodaya for management learning: In that the managers participate in strategy and managerial programs conducted by many leading academics.
- b) The virtual campus for the 'E-learners'. Over 250 online courses covering areas like engineering, leadership, marketing and sales are available on their learning network.

Indian Hotels, the group which operates the Taj chain of hotels, has successfully been able to create a culture wherein the performance of their employees is measured on the guidance given by senior leaders and customer Orientation efforts.

Tata club at Jamshedpur is a prime example of Tata Motor's employee engagement, which is a get together for employees and employees' families as they come together and have fun. The Community Development Centres

(CDCs) have been established all across India so as to amalgamate family values into **Tata Motors** organizational culture. To promote education and to bring to notice that the achievements of employee's children, awards are given in sports, academics and extracurricular activities. Kalasagar and Kalasangam is a way to nurture the artistic talents of the employees – Tata Motors Cultural group.

They usually arrange cultural events on drama, dance, music and other activities to promote creativity among employees and their families.

HUL soon realized that a cyclical feedback system is a must for its sales managers and their salespeople that come under the managers. HUL accept as true that "Title of engagement really goes to the manager". Recently the HUL managers were made to go through intense engagement training under the Gallup consultants and each individual's follow up action plan was reviewed. They also went to different locations so as to talk to their salespeople, individually.

Vodafone has introduced a new model called the Vodafone Way which is a customer centric model for achieving high customer and employee satisfaction. The model is based on three pillars: Trust, speed and simplicity. Line managers are held accountable for their team engagement and providing them plans and tools to drive performance by giving the employees a clear goal and client focus - and thus achieving an increase in the level of innovation and productivity even in a downturn.

Emerging Benefits of Employee Engagement

3.1 Higher Profit and Productivity

Proper employee engagement will help in incurring higher profits and at the same the productivity also increases. Engagement allows for the possibility that organisations with growth and profit increases bring about a very engaged workforce, not the other way around. As profits go up, the potential to pay or bonus also increases which is likely to produce a positive sensation in employees and may thus surge their feeling of belongingness to the organisation.

3.2 Customer Loyalty

The employees who are happy in their work are more likely to create loyal customers. Engaged employees incline to have a improved understanding of how to meet customer desires and as a consequence, customer loyalty tends to be restored in organisations where the employees are engaged. Ultimately, this may lead to what is occasionally termed 'customer engagement', where there is a cerebral and expressive connection between the organisation and the customer.

3.3 Financial Success

Effective employee engagement will be having a higher effect on the organization's financial success. Employee engagement predicts the employee outcomes, organizational success, and financial performance.

3.4 Employee Performance, commitment and motivation

Engagement affects employee performance. 'Engaged employees work harder, are more loyal and are more likely to go the 'extra mile' for the corporation. Engagement is an 'illusive force' that motivates an individual to achieve higher levels of performance. High levels of engagement at work support employees in 'taking initiative and pursuing learning. Individual level engagement is too complex to be able to reliably explain much performance and that engagement surveys measure the symptoms of performance rather than the causes. By providing incentive plans the employees are motivate towards the increase in productivity.

3.5 Employee Retention

Employee retention policies have received the lion's share of the spotlight. This focus on retention however has laid several studies on engagement, since retaining employees is dependent upon the need to engage them. Hence, engagement scholarships are opening to take centre stage. Many researchers have recommended that employees who are content in their work are more likely to stay in the organisation.

3.6 Organisation Culture

Organizational culture is a noteworthy engager of employee engagement, where employees are willing to work together and provide a voice for the customer within the organization. Engaged employees are more likely to support the organisation as a place to work and actively promote its goods and services.

3.7 Manager's self-efficacy

The employees who are engaged in their organisation and their work are more likely to respond positively to their managers, demonstrate good performance and achieve success. This then assists their manager to be more efficient and successful, which in turn increases the manager's self-efficacy.

3.8 Organisational Change

Employee engagement might play a key role in helping the positive application of organizational change and may be chiefly significant to enabling organizational quickness in companies forced to familiarize to the changing market. It is found that their engagement improvement initiatives had led to time savings when introducing new policies and implementing change.

Conclusion

After reviewing the various research and survey findings of employee engagement, it can be certainly concluded that high levels of employee engagement will lead to improved employee commitment & involvement towards job and thus creating a motivated workforce, that will work composed to achieve the common objectives of the organisation. Obtaining skilled workforce is far not enough in today's changing economy like ours; instead a lot needs to be done to recruit, involve and make them dedicated to the organisation and its goals. Therefore, engagement is a condition where an individual is not only intellectually dedicated but has great emotive add-on with his/her job that goes above and beyond the call of duty so as to further the benefit of the company.

The organizations should not only provide their employees with great infrastructure and other facilities but also freedom to make their work exciting and also are providing them an environment wherein they can say good-bye to a monotonous work. They should focus on retention as an outcome of three HR focus areas such as employee motivation, career growth & remuneration, and compensation. So, working in a safe and supportive environment enhances the engagement level of an employee.

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