



## Employee engagement and job satisfaction: A relationship study

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### Abstract

This study suggests that companies that invest in employee engagement programs can boost overall job satisfaction, leading to reduced turnover and enhanced employee performance. This research explores the relationship between job satisfaction and employee engagement within organizations. Employee engagement and job satisfaction are two important variables that influence worker performance, productivity, and organizational effectiveness. The study employs a quantitative research design and collects data through standardized questionnaires from employees in various sectors. Data analysis discovered a highly significant positive correlation between work engagement and job satisfaction. The results showed that the more involved employees are in their work through appreciation, participation in decision-making, positive leadership, and opportunities for development the more job-satisfied they are likely to be.

**Keywords:** Employee engagement, job satisfaction, organizational performance, tenure in organization, work environment, leadership sport

### Introduction

In competitive business environment organization recognize the importance and need of employee engagement and job satisfaction as the important factor of success.

### Employee engagement

Employee engagement is all about emotional devotion and dedication employee has towards job and organization.

### Job satisfaction

Job satisfaction will tell us that whether the person is satisfied with the job or not.

So, this research help companies understand employees and make better decision and keep the employees happy. We examine level of employee engagement across various demographic groups and explore the correlation with job satisfaction. This research will also investigate that whether the organization culture and leadership style affect both or not. The findings of this study provide a practical implication for business to create more engaged and satisfied workforce.

### Objectives

1. **Examine the level of employees across different demographic groups:** employee engagement can vary across demographic groups due to cultural background and generation differences. So, understanding these factors are important.
2. **To identify factors, influence employee engagement and their impact on job satisfaction:** Understanding these factors is essential for enhancing job satisfaction. Factors include intrinsic motivators (meaningful work) and extrinsic motivators (compensation and benefits).
3. **Explore the correlation between employee engagement and job satisfaction in various organizational roles and departments:** These can vary according to the organizational roles and departments. By understanding this help in

understanding areas for improvement. We should conduct cross departmental surveys, and also conduct interviews of employees from the diverse roles to gain the deeper insights.

4. **Analyze the effect of organizational culture and leadership style on employee engagement and job satisfaction:** A positive culture and effective leadership style can foster high level of engagement and job satisfaction.

### Literature Review

Literature Review means that what expert say about this topic so:

- There are 2 theories that explain motivation and satisfaction
  1. Maslow hierarchy of needs
  2. Herzberg two- factor theory
- To establish the theoretical foundation for understanding employee engagement and job satisfaction.
- Key themes include:
- **employee engagement:** emotional and psychological commitment. Key drivers: meaningful work, autonomy, supportive leadership.
- **Job satisfaction:** commitment with the job. Key factors: work environment, compensation, career growth, relationship.
- **Organizational culture and leadership:** Culture impact engagement: transparency, inclusivity, communication.

Gaps in current knowledge:

1. Few studies on remote work impact on engagement and satisfaction.
2. Lack of longitudinal studies on how engagement and satisfaction evolve.

### Research Methodology

The research methodology chapter describes the step-by-step approach used to examine the relationship between job satisfaction and employee engagement. This chapter is structured into various sub-section, such as research design, data collection procedure, survey instrument, data analysis procedures, and ethical consideration. Each section is described in detail to provide a complete information of each research process and ensure transparency and credibility in the study's findings.

### Research Design

The research design is especially approach for studying the correlation between the employee and job satisfaction because it enables an overall understanding of the research issue through the synergy of both research paradigms.

**Quantitative Research:** This element entails the administration of surveys to gather numerical information on job satisfaction, perceived organizational support, and work-life balance. This quantitative information gathered will be statistically analyzed to determine patterns, correlations, trends within various demographic segments and organizational positions.

**Qualitative Research:** This aspect entails face-to-face interviews with a representation sample of employees to captured detailed information of their experiences, perceptions, and attitudes regarding engagement and satisfaction. Interviews provide the opportunity to delve deeper into personal opinions, revealing subtiles that cannot be ascertained by surveys. The qualitative data will be subjected to thematic analysis to establish repeating themes and patterns.

The study is designed to address the following key research questions:

- How does employee engagement differ between demographic groups?
- What drives employee engagement and job satisfaction?
- How does engagement and satisfaction vary by different roles and departments?

To answer these questions, we study employs a survey-based research design, which one of the most common methods for collecting quantitative data in research. The survey methods are particularly suitable for this study because it helps to collect data in relatively short period. The qualitative data for face to face interviews with a representation sample of employees to captured detailed information of their experiences, perceptions, and attitudes regarding engagement and satisfaction.

### Data Collection Methods:

The first-hand data for this study was collected through a survey questionnaire distributed online using Google forms and Interviews. It was generated to gather information related to job satisfaction and employee engagement. The survey was distributed to a sample of 60 respondents and induct interview of 15 people, selected using convenience sampling. Convenience sampling was chosen because it is help for the quick and efficient collection of data.

The questionnaire was divided into several sections to ensure clarity and ease of completion:

1. **Demographic Information:** This section collected basic demographic data, such as age, gender, tenure, job role, and department.
2. **Employee Engagement:** This section included the 12 items from the Gallup Q12, along with additional questions on engagement drivers (e.g., recognition, autonomy).
3. **Job satisfaction:** This section featured the 20 items from the MSQ, as well as supplementary questions on the factor influencing satisfaction (e.g., work environment, relationship with colleagues).
4. **Organizational Culture and leadership:** This section included question can on employee's perception of organizational culture (e.g., inclusive, transparency) and leadership style (e.g., supportive, transformationl)
5. **Open- ended Question:** The last section included open ended question to gather qualitative insights.

### Survey instrument

The survey instrument was carefully designed to ensure that it captured the necessary data to address the research question and hypotheses. The questionnaire was structured to include mix of quantitative and qualitative questions, allowing for both statistical analysis and thematic exploration of employee's engagement and job satisfaction. The quantitative question was primarily closed- ended, using a 5-point Likert scale (1= Strongly Disagree, 5= Strongly Agree). The qualitative questions were open-ended question, for example: "I feel valued at work" and "I have resource I need to do my job effectively" and open- ended question for example: "what motivates you ti stay engaged at work". The qualitative data provided valuable context and depth to the quantitative findings, helping to explain why certain patterns or correlations were observed.

The survey instrument was pre-tested with a small group of respondents to ensure that the questions are clear, unambiguous and can capture the information intended. In light of feedback from the pre-tested, slight changes were made in wording and form of some question to enhance clarity and relevance.

### Data Analysis Methods

The information gathered from the survey were processed using a mix of descriptive and inferential statistical methods. The purpose of the analysis was to determine patterns, correlations, and cause and effect relationship among the variables in question.

1. **Descriptive Statistics:** Descriptive statistics will be used to summarize the data and provide an overview of the key variables. This includes:
  - **Mean, Median, and Standard Deviation:** These measures will be calculated for engagement and job satisfaction scores to understand the central tendency and variability of the data.
  - **Frequency Distributions:** The distribution of responses for each question (e.g., Likert-scale items) will be analyzed to identify common trends and outliers.

## 2. Inferential Statistics

Inferential statistics was used to understand the relationships between variables and test hypotheses.

1. **Correlation Analysis:** Correlation coefficient will be calculated to assess the strength and direction of the relationship between employee engagement and job satisfaction. For example, a positive correlation would indicate that higher engagement is associated with higher satisfaction.
2. **Regression Analysis:** Multiple regression analysis will be conducted to identify the key predictors of engagement and satisfaction. For example, the analysis might reveal that factors such as recognition, work-life balance and leadership style significantly predict engagement levels.

### Ethical Considerations

Ethical consideration is important part of the study, it refers to the principle and guidelines that help determine what is right and wrong in a particular situation especially when making that effect others. In research, business, or daily life, ethical consideration ensures fairness, integrity, and respect for individuals and society.

#### 1. Informed Consent

All participants were provided with detailed information about the research purpose, procedures, and their rights. This was done through an informed consent form, which included the following:

- **Aim of the study:** Participants were informed that the study aimed to investigate the relationship between employee engagement and job satisfaction and how these factors impact organizational performance.
- **Voluntary Participation:** It was clearly stated that the participant voluntary participates and also withdraw at any time without having any negative consequences.
- **Rights of respondents:** Participants are assured that their replies would kept safe and that they had right to skip any questions they were uncomfortable answering.

Participants were required to sign the consent form before participating in the survey or interviews, ensuring that they understood and agreed the terms of the study.

#### 2. Confidentiality

To protect the privacy of participants, strict confidentiality measures were implemented:

- **Anonymity:** All responses were anonymized, meaning that no personally identifiable information (e.g., names, job titles) was collected or reported. Instead, participants were assigned unique codes (e.g., Participant 001, Participant 002) to ensure anonymity.
- **Data Handling:** During data collection and analysis, only the research team had access to the raw data. Any identifying information was removed from the transcripts and survey responses before analysis.

#### 3. Data Security

The security of the data collected was a top priority throughout the study. The following measures were taken to ensure data protection:

- **Secure Storage:** All data, including survey responses and interview recordings, were stored in password-protected files on a secure server.
- **Encryption:** Sensitive data, such as interview recordings and transcripts were encrypted to prevent it from unauthorized access.
- **Backup:** Regular data backup to prevent data from loss.

### Data Analysis

The data analysis plan for this project is designed to ensure a comprehensive and systematic examination of both quantitative and qualitative data. This section outlines the specific methods and techniques that will be used to analyze the data, as well as how the findings from both types of data will be integrated to provide a holistic understanding of the relationship between employee engagement and job satisfaction.

### Descriptive Statistics

#### 1. Descriptive Statistics

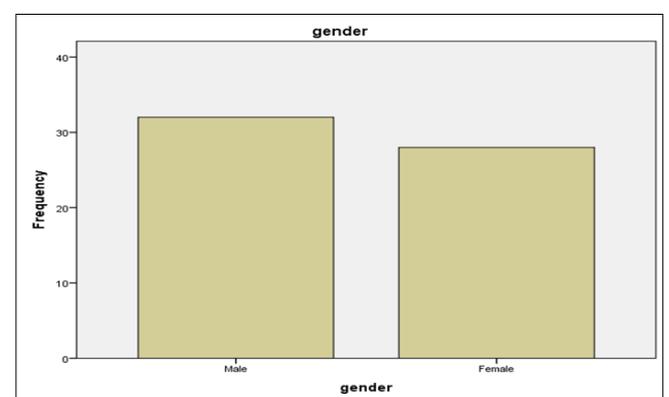
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Table 1

Variable	Mean	Median	Std. Deviation
Employee Engagement	46.26	43.00	50.90
Job Satisfaction	39.23	38.50	5.27
Organization Culture and leadership	40.78	43.00	5.28

The table below presents the descriptive statistics of each survey item, showing mean, standard deviation and range of answers. It provides an overall description of the participants answers and highlights areas of consensus or variation.



This bar chart shows the gender distribution of survey respondents. There are total 60 respondents. Here's what tell us:

**Female respondent:** Approximately 28 women are providing information about the survey.

**Male Respondents:** Approximately 32 men are providing information about the survey.

**Findings Results**

The connection between job satisfaction and employee engagement is the highly researched topic in organizational behavior and human resource management. Employee engagement is the degree of commitment, passion and dedication an employee feels towards their work and the organization, whereas job satisfaction is the context to which employees are satisfied with their job roles, work environment, and employment experience.

**H<sub>0</sub>:** Tenure has no significant effect on the employee engagement, job satisfaction, organization culture and leadership.

**H<sub>1</sub>:** Tenure has significant effect on employee engagement, job satisfaction, organization culture and leadership.

**Independent variable:** We take employee engagement; job satisfaction and organization culture and leadership are dependent variable.

**Dependent Variable:** We take tenure in organization as an independent variable in this survey.

**Table 2:** Descriptive Statistics

	Mean	Std. Deviation	N
Tenure in Organisation	9.00	1.390	60
TotalEE	40.7833	3.29402	60
TotalJS	41.1667	3.64141	60
Total_OCAL	41.2833	3.50347	60

**Table 3:** Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.706 <sup>a</sup>	.499	.472	1.010	.499	18.602	3	56	.000	1.522

a. Predictors: (Constant), Total\_OCAL, TotalEE, TotalJS

b. Dependent Variable: Tenure in Organization

**Interpretation of the Results:**

**1. Correlation Coefficient (R = 0.706)**

This value indicates a strong positive relationship between the independent variables (Total OCAL, Total EE, and Total JS) and the dependent variable (Tenure in Organization).

**2. R Square (0.499)**

This means that 49.9% of the variance in "Tenure in Organization" is explained by the independent variables in the model.

**3. Adjusted R Square (0.472)**

This is a more adjusted measure that accounts for the number of predictors in the model. It indicates that 47.2% of the variance in the dependent variable is explained after adjusting for the number of predictors.

**4. Standard Error of the Estimate (1.010)**

This value represents the average deviation of the observed values from the predicted values. A smaller value indicates a better model fit.

**5. Change Statistics (R Square Change = 0.499, F Change = 18.602, Sig. F Change = 0.000):**

The change in R Square suggests a significant contribution of the independent variables to the model.

The F Change (18.602) with p-value This means that the predictors significantly explain variations in "Tenure in Organization."

**6. Durbin-Watson (1.522)**

This value tests for auto correlation in residuals. A value close to 2.0 suggests no autocorrelation. Since 1.522 is within an acceptable range (1.5 - 2.5), it indicates weak or no auto correlation in residuals. Since the p-value is 0.037(<0.05), the interpret is statistically significant.

We are failing to accept the null Hypothesis. Since the tenure has a significant on the employee engagement, job satisfaction, and Organization Culture and Leadership.

**Relationship Between Engagement and Job Satisfaction:** There is a strong positive connection between employee engagement and job satisfaction. It is that employees who are more engaged in work tend to be more satisfied with their jobs. **Variations Across Demographic Groups:** The research indicated that the levels of employee engagement differ across different demographic groups, including age and gender. For instance, the younger workers were less engaged than the older workers, which could imply that the generations feel engagement differently.

**Impact of Organizational Culture and Leadership:** Organizational culture and leadership style had a strong impact on both the job satisfaction and employee engagement. An optimistic culture that supports openness and inclusion makes employees more engaged, whereas supportive leaders bring about greater job satisfaction. **Factors That Influence Engagement:** The study also pointed out intrinsic elements (such as finding meaning in the work and feeling appreciated) and extrinsic elements (such as wages and fringe benefits) as the key drivers of employee engagement. Employees who find purpose in their work and feel valued are more likely to be engaged.

**Job Satisfaction and Employee Tenure**

Although employee engagement had a positive impact on the length of time employees remain with the company (tenure), job satisfaction by itself did not have a significant influence on tenure. This indicates that it is more critical to be engaged than simply satisfied with the job.

**Statistical Significance**

The results indicated that organizational culture and employee engagement are significant predictors of the length of time employees remain with the company, with strong statistical support for these results.

## Conclusion

The study finds that employee engagement and job satisfaction have a high correlation, and organizational culture and leadership have a crucial role to play. Organizations that aim to enhance employee engagement through positive culture and good leadership will tend to have happier workers and higher retention. The results indicate that firms need to focus on employee engagement to boost overall performance and retain employees longer. Although job satisfaction is vital, it is the emotional commitment and involvement of employees that actually lead to success.

## Recommendations

**Make Employee Engagement Initiatives:** Initiate programs acknowledging and rewarding contributions from employees like recognition awards, team-building exercise, and avenues for professional improvement.

**Promote a Positive Work Environment:** Create a welcoming culture where employees offer ideas and feedback.

**Training supportive leaders:** Provide training sessions for managers and leaders to adapt supportive and enabling leadership styles embracing employee engagement and well-being.

**Personalize Engagement Strategies:** Personalize engagement strategies to address the varied needs of various groups of employees based on age, gender, and cultural background.

**Monitor Employee Satisfaction Continuously:** Organize continuous surveys and feedback sessions to track employee engagement and job satisfaction, enabling timely strategy realignments.

**Research Remote Work Impacts:** Study the effects of remote and hybrid work arrangements on employee engagement and job satisfaction and align strategies accordingly to effectively support remote employees.

**Foster Work-Life Balance:** Foster policies encouraging work-life balance, like flexibility in working hours and mental health support, to maximize overall employee satisfaction and job engagement.

## Limitations

**Sample Size and Diversity:** Small and convenience sample of the study may not be representative of the general workforce, constraining the generalizability of the results.

**Self-Reported Data:** The use of self-reported data can be subjective and may cause bias because the employees may not reveal everything about how they actually feel.

**Potential External Influences:** External factors beyond the control of the study, like economic downturns or changes in organizations, could have impacted employee engagement and job satisfaction rates.

## Future Scope of Study

**Conduct Longitudinal Studies:** Future studies might follow up on employee engagement and job satisfaction at different times to see how they change and what drives such changes.

**Examine Remote Work Impact:** Research remote work's impact on job satisfaction and employee engagement, particularly as flexible work schedules become increasingly prevalent.

**Include Diverse Industries:** Broaden studies to encompass a broader array of industries and occupations to determine if outcomes are uniform across all industry types.

**Investigate Other Influencing Factors:** Investigate other influencing factors that can impact employee engagement and job satisfaction including work-life balance, mental health support and career progression opportunities.

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