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A study of job satisfaction in relation to employee engagement

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Abstract

The objective of the study was to measure the relationship between the job satisfaction and employee engagement. For this purpose the investigator selected 80 employees working in hospitality sector from Gurgaon and Ghaziabad region. Employee engagement scale given by Alfes *et al.* was used. The collected data were processed by applying 'r' test. It was used to find out the relationship between job satisfaction and employee engagement. The result of the study reveals that there was positive relationship between job satisfaction and employee engagement.

Keywords: Job satisfaction, employee engagement, hospitality sector.

Introduction

Employee Engagement

Engaged workforce is the main element for the remarkable benefit to any organization. Employee engagement is not a lip-service. It is committed heart and action-oriented service from top management. It is said a company that unlocks the secrets of employee engagement is promised profits beyond its wildest dreams.

Employee engagement means how happy employees are with their respective jobs, working environment and how efficient their performance levels are? Managing high morale among employees can be of noteworthy advantage to any organization, as keenly engaged workers are more productive and stay loyal to the company. Organizations with high employee engagement levels are more productive and more profitable than those organizations with low levels of employee engagement. In 2001, N.P. Rothbard's definition described engagement as a psychological presence with two key mechanisms, attention and absorption. Attention is "cognitive ability and the amount of time one spends thinking about a role" and absorption is "being engrossed in a role and refers to the intensity of one's focus on a role." (Saks, 2006) [6] Robinson *et al.* (2004) conceptualized EE as "a positive employee attitude towards the organization and its values" and described it as a two-way relationship between employer and employees, involving an awareness of the business context." Alfes *et al.* (2010) defined engagement as "being positively present during the performance of work by willingly contributing intellectual effort, experiencing positive emotions and meaningful connections to others."

Objectives of the Study

To study the relation of job satisfaction with the employee engagement.

Sampling

The sample of the study includes 80 employees working in hospitality sector in Gurgaon and Ghaziabad region.

Statistical Tool and Techniques Used

Factors of employee engagement suggested by Alfes *et al.* (2010) was used as tool to determine job satisfaction. For analysis and interpretation of the data the investigator used Pearson's coefficient of correlation in order to find out the relationship between job satisfaction and employee engagement.

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Analysis and Interpretations

Table 1: Relationship between Job satisfaction and employee engagement

Variables	R	Significance
Job Satisfaction /intellectual effort	0.45	Significant
Job Satisfaction/positive emotions	0.50	Significant
Job Satisfaction/meaningful connections to others	0.64	Significant

*at 0.05 level

It can be observed from the table 1 that the obtained value of r for Job satisfaction and effort is 0.45 which exceeds the critical value of 'r' at 0.05 level of significance. Therefore the relationship between job satisfaction and intellectual effort is significant.

The value of 'r' for Job Satisfaction and positive emotions is .50 which exceeds the critical value of 'r' at 0.05 level of significance. Therefore the relationship between job satisfaction and positive emotions is significant.

The obtained value of 'r' for Job Satisfaction and meaningful connections to others is 0.64 which exceeds the critical value of 'r' at 0.05 level of significance. Therefore the relationship between job satisfaction and meaningful connections to others is significant.

Conclusion

The different parameters involved in employee engagement are positively related with job satisfaction. The concept of employee engagement should not be regarded just another HR strategy. Employee's engagement is a long term process and linked to core region of the business like values, culture and managerial philosophy. Effective Communication, continuous improvement, Training to employees, Offer development and advancement, providing resources are some others means which are expedient for employee engagement.

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