



A study on influence of job satisfaction on employee engagement

G Satya Venu, G Bhavya Sri Lakshmi Durga

Department of Management Studies, Sri Vasavi Engineering College, Pedatadepalli, Andhra Pradesh, India

Abstract

This conceptual study aims to explore the influence of job satisfaction on employee engagement, focusing on the underlying mechanisms that facilitate this relationship. Employee engagement is increasingly recognized as a critical factor in organizational success, contributing to higher productivity, reduced turnover, and improved overall performance. Job satisfaction, a well-established construct, is known to impact employee well-being and job-related attitudes. This study examines the theoretical frameworks and models that connect job satisfaction and employee engagement, considering various dimensions of job satisfaction such as intrinsic and extrinsic factors, work environment, and organizational culture. It delves into the emotional, cognitive, and behavioral aspects of employee engagement, highlighting how job satisfaction influences each dimension. By analyzing existing literature and drawing upon relevant theories, this study provides a comprehensive understanding of the relationship between job satisfaction and employee engagement, paving the way for future empirical research and the development of strategies to enhance employee engagement levels and create a positive work environment.

Keywords: Job satisfaction, employee engagement and well being

Introduction

Objectives and methodology of the study

The present conceptual study has been carried out with the following objectives and methodology.

1. To study the theoretical frameworks and models that connects job satisfaction and employee engagement.
2. To explore the various dimensions of job satisfaction, including intrinsic and extrinsic factors.
3. To study the linkage between job satisfaction and employee engagement.

The methodology for the conceptual study on the influence of job satisfaction on employee engagement could involve the following approaches:

Literature review

Conduct an extensive review of relevant literature, academic research papers, theoretical frameworks, and models that explore the relationship between job satisfaction and employee engagement. This will provide a foundation for understanding the existing knowledge and conceptual underpinnings of the topic.

Analyze and synthesize the existing theoretical frameworks and models to develop a comprehensive conceptual understanding of the relationship between job satisfaction and employee engagement. This involves examining the underlying mechanisms and exploring how different dimensions of job satisfaction influence various aspects of employee engagement.

Introduction to job satisfaction

Job satisfaction refers to the overall contentment and fulfillment an individual experiences in their work environment. It is a subjective evaluation that reflects the extent to which a person feels positively or negatively about their job and the various aspects associated with it.

Job satisfaction is influenced by multiple factors, including the nature of the work, the work environment, relationships

with colleagues and superiors, compensation and benefits, career growth opportunities, work-life balance, and organizational culture. When these factors align with an individual's values, needs, and expectations, it can lead to higher job satisfaction.

Having job satisfaction is essential for individuals as it directly impacts their overall well-being, motivation, and productivity. When employees are satisfied with their jobs, they are more likely to be engaged, committed, and loyal to their organizations. They experience higher levels of job performance, job involvement, and are less likely to experience burnout or turnover.

From an organizational perspective, promoting job satisfaction among employees is crucial. Satisfied employees are more likely to contribute positively to the organization's goals, provide better customer service, and foster a positive work environment. It can also lead to higher employee retention, reduced recruitment and training costs, and improved organizational reputation.

Therefore, both individuals and organizations recognize the significance of job satisfaction in creating a fulfilling and productive work environment. Efforts to enhance job satisfaction may include providing opportunities for skill development, fostering open communication, recognizing and rewarding employees' contributions, promoting work-life balance, and creating a positive and inclusive workplace culture

Introduction to employee engagement

Employee engagement refers to the emotional commitment and involvement that employees have towards their work and the organization they work for. It goes beyond mere job satisfaction and encompasses the level of dedication, enthusiasm, and passion employees have for their roles and the organization's goals.

Engaged employees are deeply connected to their work and exhibit behaviors that go beyond their job descriptions. They are motivated, proactive, and willing to go the extra

mile to contribute to the organization's success. They have a sense of ownership and take pride in their work, which leads to higher levels of productivity, innovation, and overall performance.

Employee engagement is influenced by several factors, including the quality of leadership, communication, career development opportunities, organizational culture, recognition and rewards, and work-life balance. When these factors align with employees' values and aspirations, it fosters a positive work environment where employees feel valued, supported, and motivated.

Organizations that prioritize employee engagement reap numerous benefits. Engaged employees are more likely to stay with the company for a longer duration, reducing turnover rates and associated costs. They also tend to have lower absenteeism and higher levels of job satisfaction. Moreover, engaged employees become brand ambassadors for the organization, positively influencing its reputation and attracting top talent.

To foster employee engagement, organizations need to prioritize employee well-being, provide opportunities for growth and development, establish clear communication channels, recognize and reward achievements, and create a positive and inclusive work culture. Regular feedback, employee involvement in decision-making, and promoting work-life balance are additional strategies that can enhance employee engagement.

Ultimately, employee engagement is a win-win situation for both employees and organizations. Employees experience a fulfilling and rewarding work experience, while organizations benefit from higher productivity, employee retention, and overall success.

Linkage between employee engagement and job satisfaction:

As per the study by Hochschild (1990), the employees who are disengaged exhibit apathy, disenchantment, and social aloofness. It is opposite to engaged employees, who experience a pleasurable emotional state at work, demonstrating high level of job satisfaction. Fernandez (2007) concluded the difference between engagement and job satisfaction and mentioned that both are not same, since the organization can't rely on employee satisfaction to retain the best and brightest employee, the employee engagement becomes much important. Schneider et. al. (2009), the feelings and behavior of Employee engagement are different from job satisfaction. It also puts in that both deal with different kinds of issues and they have different drivers. The engagement is said to be beyond satisfaction. The drivers of job satisfaction are related with the company practices for employees such as benefits, job security, and opportunities for promotion, however the drivers of engagement are all about the feeling, that there is full utilization of skills and abilities. Employee engagement is also about the feeling of a link between an employee's work and the objectives of the company and that there is encouragement to innovate. The study by Biswas & Bhatnagar (2013) ^[5] Hewitt in which they expressed a shift in practice of measuring employee satisfaction to employee engagement. As the measurement of employee satisfaction does not show the ways to motivate and retain employees, the employee engagement emerged as new concept to implement. Rana and Chhabra (2011) in their study termed job satisfaction as passive state and engagement an active state. As per a report by SHRM

(2012), Low level of engagement and job satisfaction can cause various organizational problems. The same has also been associated with increased level of turnover and absenteeism, further increasing potential costs to the organization in terms of low performance and reduced productivity. Ferreira et. al. (2014), investigated the relation between engagement and companies' performance, when mediated by job satisfaction, as an outcome of engagement. The findings include that the engagement is related with job satisfaction and company's performance is influenced by job satisfaction.

Conclusion

In conclusion, the studies reviewed highlight the distinction between employee engagement and job satisfaction, emphasizing that they are not interchangeable concepts. Disengaged employees exhibit apathy and social aloofness, while engaged employees experience a pleasurable emotional state and demonstrate high job satisfaction. The drivers of job satisfaction primarily focus on company practices, such as benefits and job security, whereas the drivers of engagement revolve around the full utilization of skills, a sense of purpose, and encouragement to innovate. Shifting from measuring employee satisfaction to employee engagement has been recognized as a more effective approach for motivating and retaining employees. Low levels of engagement and job satisfaction have been associated with various organizational problems, including increased turnover, absenteeism, low performance, and reduced productivity. The findings of studies have also demonstrated a positive relationship between engagement, job satisfaction, and company performance, with job satisfaction mediating the effects of engagement on performance outcomes.

References

1. Abraham S. Development of employee engagement programme on the basis of employee satisfaction survey. *Journal of Economic Development, Management, IT, Finance, and Marketing*,2012:4(1):27.
2. Andrew OC, Sofian S. Individual factors and work outcomes of employee engagement. *Procedia-Social and behavioral sciences*,2012:40:498-508.
3. Anitha J. Determinants of employee engagement and their impact on employee performance. *International Journal of Productivity and Performance Management*,2014:63(3):308-323.
4. Bhatnagar J. Talent management strategy of employee engagement in Indian ITES employees: key to retention. *Employee relations*,2007:29(6):640-663.
5. Biswas S, Bhatnagar J. Mediator analysis of employee engagement: role of perceived organizational support, PO fit, organizational commitment and job satisfaction. *Vikalpa*,2013:38(1):27-40.
6. Brief AP, Weiss HM. Organizational behavior: Affect in the workplace. *Annual review of psychology*,2002:53(1):279-307.
7. Buckingham M, Coffman C. *First, break all the rules: What the world's greatest managers do differently*. Simon and Schuster, 2014.
8. Burke RJ, Koyuncu M, Fiksenbaum L, Tekin Y. Antecedents and consequences of work engagement among frontline employees in Turkish hotels. *Journal of Transnational Management*,2013:18(3):191-203.

9. Choi K. A structural relationship analysis of hotel employees' turnover intention. *Asia Pacific Journal of Tourism Research*,2006:11(4):321-337.
10. de Menezes LM. Job satisfaction and quality management: an empirical analysis. *International Journal of Operations & Production Management*,2012:32(3):308-328.
11. Welch M. The evolution of the employee engagement concept: communication implications. *Corporate Communications: An International Journal*,2011:16(4):328-346.
12. ASTD. The need for greater productivity in the workplace has placed a critical importance on employee engagement in organizations, including ASTD. T+D, 2012.
13. Blessing White. The Employee Engagement Equation in India. Presented by Blessing White and HR Anexi. [Online] Available, 2008. www.blessingwhite.com (November 15, 2008)
14. James JB, McKechnie S, Swanberg J. Predicting employee engagement in an age-diverse retail workforce. *Journal of Organizational Behavior*,2011:32(2):173-196.
15. Johnson JW. A heuristic method for estimating the relative weight of predictor variables in multiple regression. *Multivariate behavioral research*,2000:35(1):1-19.