

# Employee Engagement and Job Satisfaction for Employees Working in Private Sector

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**Abstract:** The main aim of the study is to investigate the Employee's Engagement and its impact on Job Satisfaction of employees working in Veera Home Tex (India) private limited. The Descriptive Research design has been used in this study to identify the various dimensions of Employee Engagement within the organization. Data for the study has been collected by using Interview Schedule. The sample size is 110, and the tools used for this study is percentage analysis and ANOVA. The findings of the study is that the majority of the employees have given their opinion that they are highly satisfied with the level of respect they get in the organization, salary paid to them, job security, work environment and feedback given by the superiors. It was also found that there is a relationship between gender and Job Security.

**Keywords:** Employee Engagement, Job satisfaction, Job security, Superior support, Work environment.

## I. INTRODUCTION

Employee Engagement is defined as an employee's involvement with a commitment to, and satisfaction with work. Employee Engagement is a part of employee retention [1]. In 1976, Locke has said the job satisfaction is a positive feeling towards one's job. Since all the corporations are entering into new markets, it is essential for the companies to keep its employees engaged so as to retain the best performing employees. In order to reduce the retention, the employees should be properly engaged and they should also be satisfied with their work. When an Employee is emotionally and intellectually committed to the organization, it is called as Employee Engagement.

Employee Engagement is comprehensive of long-standing emotional participation and is a precursor to more fleeting

overview of employee sentiment, such as Job Satisfaction and commitment.

The employees who performed a soaring level of passion for their work at high levels and they will come to work regularly and create a good relationship with the organization and with the coworkers.

Employee Engagement has been discussed by much research with its linkages to Job Satisfaction. An employee who is satisfied with his job might not be engaged, but on the contrary an employee who is engaged and who believes in the organization values will in most cases be satisfied with his or her job. Employee Engagement is more about transformational concept which includes autonomy, growth, impact and connection, whereas Job Satisfaction is transactional in nature. Organizations who have highly engaged employees tend to have higher productivity, satisfaction levels and employee retention.

Job Satisfaction is a feeling of an individual about his or her job. Job satisfaction moreover, can be said as individuals experience at work or their quality of work life.

### A. Objectives of the Study

- To study the Employee Engagement and its impact on Job Satisfaction.
- To study Employee Engagement of employees working in textile company.
- To determine the relation between Employee Engagement and Job Satisfaction.
- To suggest strategies to enhance Job Satisfaction and Employee Engagements.
- To identify the difference between the male and female respondent towards the Employee Engagement.

### *B. Need for the Study*

The need of the study is to analyze the various dimensions of Employee Engagement and its impact on Job Satisfaction of employees working in Veera Home Tex (India) private limited located in Karur.

### *C. Period of the Study*

The study was conducted for the period of 4 months (January to April).

### *D. Limitations*

- The employees working in the transport department have been excluded as they are frequently involved in travel.
- The research can formulate in such a way that it would benefit the contract employees also and the results would be more precise.
- Due to time constraint and employees are also busy with a tight schedule, they refuse to answer the questions properly.

## II. REVIEW OF LITERATURE

Anton Vorina, Miro Simoncic and Maria Vlasova (2017) [2], has done a research on “An analysis of the relationship between Job Satisfaction and Employee Engagement”, the main of this study is to find out whether the Employee Engagement influences Job Satisfaction. The questionnaire was collected both from the employees working in public and non-public sector of Slovenia. The researcher has found that the more enthusiastic the workers are, the better operating results they achieve for the company. From this research it was found that the relationship between Employee Engagement and Job Satisfaction is positive and it is significant.

Chandini Rajkishore and Murugan Ramu (2018) [3], has done their research on “Study on Employee Engagement in Maruti Suzuki”, the purpose of the study is a trial to grasp, however, worker engagement relates to worker Job Satisfaction and the way on worker loyalty ends up in higher workforce and has an effect on its loyalty. At the end of the study it was found that the employees have great connection with their management, their administration is constantly strong for them. It is also found that the employees are exceptionally glad for the offices accommodated their professional advancement.

Jaypy T. Tenerife, Romalyn L. Galingan (2017) [4] they have done a study about the relationship Organization Engagement, Job Engagement, and Job Satisfaction investigated with the help of using Path Analysis. The main aim of this study is that the companies should start measuring Employee Engagement and organization engagement, and not just Job Satisfaction because there is a high possibility for an employee to be satisfied at work but may not be able to epitomize a true meaningful work.

The questionnaire was collected from 501 respondents from their study it was found that organizational pride predicts both organizational engagement and Job Satisfaction.

Kanika Soni, Raghav Chawla and Ruby Sengar (2017) [5] they have conducted the research on, “Relationship between Job Satisfaction and Employee Experience”, and Thailand. The purpose of the study is to identify whether there is a connection among Job Satisfaction and Employee Skill. The researcher has collected the data from 40 respondents by Questionnaire method. It was also found that there is a link between the rewards and recognition system due to this practice in the organization the employees recommended their company's vacant position to their friends. In addition it has also indicated that the changes in career growth path variable due to employee experience.

Mahmoud Al-dalahmeh, Ra'ed Masa'deh, Rana Kheled Abu Khalaf and Beder Yousef Obeidat (2018) [6] they have done their study to find out the effect of Employee Engagement and their performance using the mediating role of Job Satisfaction. The purpose of the study is to examine the Job Satisfaction among the IT employees. The goal of this study was to determine whether IT employee engagement had an effect on organizational performance through the mediating role of Job Satisfaction. It was found that there Employee Engagement and Job Satisfaction is positively correlated. In addition, it was also found that the Job Satisfaction significantly and positively affected organizational performances.

Meily Margaretha, Ratna Widiastuti, Sri Zaniarti, Hendra Wijaya (2018) [7] has done a research on “Employee Engagement and Factors that Influence: Experiences of Lecturers in Indonesia”, this study aimed to understand the factors that affect Employee Engagement of lecturers in Indonesia. Data were collected from 200 respondents. Based on the results it is known that job characteristic, reward, and recognition, perceived organizational and supervisor support affect Employee Engagement.

Michelle Ang and Joy Rabo (2018) [8] conducted research on “Employee Engagement and Job Satisfaction at Company A” and the purpose of the study is to verify the relationship concerning, among the Employee Engagement and Job Satisfaction based on the areas as profession development, reimbursement and benefits, relationship with management and work surroundings. The data were collected using the questionnaire from 309 employees at Company A. It is found from the study that there is a significant positive relationship between Employee Engagement and Job Satisfaction.

Roheel Jain and Balu L (2018) [9] has done a research on “Impact of Employee Engagement on Job Satisfaction at Ultratech Cement Limited – HCW”, the purpose of the research studies the Employee Engagement and its impact on Job Satisfaction in a manufacturing unit. The primary data was collected across 23 departments comprising 136 employees. The findings of the study showed that factors under Employee Engagement such as basic needs, management support, teamwork and growth have great impact on the satisfaction level of the employees.

Ruechuta Tepayakul and Idsaratt Rinthaisong (2018) [10], conducted research on among Human Resources Staff of Thai Private Higher Education Institutions about Job Satisfaction and Employee Engagement and the purpose of the study was to determine whether there is any relationship between Job Satisfaction and Employee Engagement among the human resource staff in the data has been collected through questionnaire from a sample of 220 HR Staff. The findings of the research could be helpful in encouraging further activities to improve the Job Satisfaction and Employee Engagement of HR staff in Thailand. It is recommended that the administrators should establish both intrinsic factors and extrinsic factors of Job Satisfaction to increase Job Satisfaction among staff as well as build an engaging work environment consisting of aligning efforts with strategy empowerment, teamwork and collaboration, growth and development having an engaged work life.

Suhasini T and Kalpana K (2018) [11] has done a research on "A study on Factors Affecting Employee Engagement in Indian IT Industry", and the purpose of the study is to clarify what is meant by Employee Engagement and why it is important with respect to its effect on employee retention and performance, as well as to identify factors that are critical to its effective implementation. The researchers have used review method and the review of around 30 academic and popular research papers/literature in area of Employee Engagement, researchers have come up with different factors which are commonly mentioned in these papers. The findings of the study will be useful to any organization, irrespective of the type of business. It was found that the implementation of various engagement factors has reduced the employee turnover.

### III. RESEARCH METHODOLOGY

#### *Research Design*

The type of research design used in this study is Descriptive research, because it helps to describe the particular situation prevailing in the company.

#### *Method of Data Collection*

The researcher has used Interview Schedule method to collect the information from the respondents.

The secondary data has been used to get information about the company profile and industry profile through websites.

#### *Population*

The total population of the study is 135.

#### *Sample Unit*

The sample unit for the study is the employees of Veera Home Tex (India) private limited.

#### *Sample Size*

The sample size of the study is 110.

#### *Sampling Method*

Convenient Sampling, a type of Non-probability sampling technique is being used in this research because the data collection relies on members who are conveniently available to participate in the study.

#### *Tools for Data Analysis*

The tools used for Data Analysis in this study are Percentage Analysis and ANOVA.

#### *Percentage Analysis*

Percentage analysis is used to compare the relative terms, the distribution of two or more series of data.

$$\text{Percentage of respondents} = \frac{\text{Number of respondents}}{\text{Total respondents}} \times 100$$

#### *Anova*

Analysis of Variance (ANOVA) is an analysis tool used in the statistics used to determine the influence that independent variables have on the dependent variables.

## IV. DATA ANALYSIS AND INTERPRETATION

TABLE I: AGE OF THE RESPONDENTS

Age	Frequency	Percentage
18 to 25 Years	14	13
26 to 35 Years	27	24
36 to 45 Years	35	32
Above 45 Years	34	31
Total	110	100

Source: Primary data

#### *Inference*

The Table I shows that, 32% of the respondents belongs to the age group of 36 Years to 45 Years, 31% of the respondents belongs to the age groups of above 45 Years, 24 % of the respondents belongs the age group of 26 Years to 35 Years, and 13% of the respondents belongs to the age group of 18 Years to 25 Years.

TABLE II: GENDER OF THE RESPONDENTS

Gender	Frequency	Percentage
Male	41	37
Female	69	63
Total	110	100

Source: Primary data

*Inference*

The Table II show that 63% of the respondents belongs the Female Gender and 37 % of the respondents belongs to Male Gender.

TABLE III: MARITAL STATUS OF THE RESPONDENTS

Marital Status	Frequency	Percentage
Married	88	73
Unmarried	32	27
Total	110	100

Source: Primary data

*Inference*

The Table III shows that majority of the respondents are married.

TABLE IV: SALARY RANGE OF THE RESPONDENTS

Salary Range	Frequency	Percentage
Below Rs.10000	95	86
Rs.10001-Rs.20000	14	13
Rs.20001-Rs.30000	1	1
Total	110	100

Source: Primary data

*Inference*

The Table IV shows that 86% of the respondents are earning, salary below Rs.10000, 13% of the respondents are earning between Rs.10001 - Rs.20000 and 1% of the respondents earn between Rs.20001 - Rs.30000

TABLE V: LEVEL OF RESPECT

Respect	Frequency	Percentage
Strongly Agree	89	81
Agree	18	16
Neutral	2	2
Disagree	1	1
Strongly Disagree	0	0
Total	110	100

Source: Primary data

*Inference*

The Table V shows that majority of the respondents have said that they get proper respect in their work place.

TABLE VI: MENTORING

Mentoring	Frequency	Percentage
Strongly Agree	32	29
Agree	68	62
Neutral	10	9
Disagree	0	0
Strongly Disagree	0	0
Total	110	100

Source: Primary data

*Inference*

The Table VI shows about 62% of the respondents have stated that their superiors help them to improve their working skills.

TABLE VII: JOB INSPIRATION

Inspire the Job	Frequency	Percentage
Strongly Agree	46	42
Agree	35	32
Neutral	27	24
Disagree	2	2
Strongly Disagree	0	0
Total	110	100

Source: Primary data

*Inference*

The Table VII shows about 42% of the respondents strongly have the opinion with the inspiration of job, 32% of the respondents have the opinion with inspiration of job, 24% of the respondents have the opinion neutral with the inspiration of job and 2% of the respondents disagree with the inspiration of the job.

TABLE VIII: TIME FLIES DURING THE JOB

Time Flies	Frequency	Percentage
Strongly Agree	29	27
Agree	73	66
Neutral	7	6
Disagree	1	1
Strongly Disagree	0	0
Total	110	100

Source: Primary data

*Inference*

The Table VIII shows that 66% of the respondents agree that their time flies during the job, 27% of the respondents strongly agree that their time flies during the job, 6% of the respondents are neutral and 1% of the respondents disagree that their time flies during the job.

TABLE IX: CHALLENGING

Challenging	Frequency	Percentage
Strongly Agree	38	35
Agree	54	49
Neutral	16	14
Disagree	2	2
Strongly Disagree	0	0
Total	110	100

Source: Primary data

*Inference*

The Table IX reveals that about 49% of the employees have said that their job is challenging, 35% of the respondents strongly agree that their job is challenging, 14% of the respondents are neutral that their job is challenging and 2% of the respondents that their job is challenging.

TABLE X: STRONG AND VIGOROUS

Strong and Vigorous	Frequency	Percentage
Strongly Agree	43	39
Agree	43	39
Neutral	23	21
Disagree	1	1
Strongly Disagree	0	0
Total	110	100

Source: Primary data

*Inference*

The Table X reveals that 39% of the respondents strongly agree that they are strong and vigorous, 39% of the respondents agree that they are strong and vigorous, 21% of respondents are neutral that they are strong and vigorous and 1% of the respondents disagree that they are strong and vigorous.

TABLE XI: PROMOTION

Promotion	Frequency	Percentage
Agree	30	27
Agree	38	35
Neutral	31	28
Disagree	9	8
Strongly Disagree	3	2
Total	110	100

Source: Primary data

*Inference*

The Table XI reflects that majority of the employees are satisfied or agreed with the level of promotion.

TABLE XII: RECOGNITION

Recognition	Frequency	Percentage
Strongly Agree	43	39
Agree	59	54
Neutral	8	7
Disagree	0	0
Strongly Disagree	0	0
Total	110	100

Source: Primary data

*Inference*

The Table XII shows that 54% of the respondents agree with the recognition given, 39% of the respondents strongly agree with the recognition and 7% of the respondents are neutral with the recognition level.

TABLE XIII: WORKING HOURS

Working Hours	Frequency	Percentage
Highly Satisfied	78	71
Satisfied	26	24
Neutral	5	4
Dissatisfied	1	1
Highly Dissatisfied	0	0
Total	110	100

Source: Primary data

*Inference*

The Table XIII shows that about 71% of the respondents are satisfied with the working hours given to them.

TABLE XIV: TRAINING PROGRAMS

Training Programs	Frequency	Percentage
Highly Satisfied	49	44
Satisfied	41	37
Neutral	14	13
Dissatisfied	3	3
Highly Dissatisfied	3	3
Total	110	100

Source: Primary data

*Inference*

The Table XIV shows that only 44% of the respondents are highly satisfied with the training offered by the management.

TABLE XV: WORKING ENVIRONMENT

Work Environment	Frequency	Percentage
Highly Satisfied	77	70
Satisfied	30	27
Neutral	0	0
Dissatisfied	3	3
Highly Dissatisfied	0	0
Total	110	100

Source: Primary data

*Inference*

The Table XV shows that 70% of the respondents are highly satisfied with the work environment, 27% of the respondents are satisfied with the work environment and 3% of the respondents are dissatisfied with the work environment.

TABLE XVI: AGE OF THE RESPONDENTS VS RESPECT GIVEN TO THE RESPONDENTS

	Sum of Squares	df	Mean Square	F	Significance
Between Groups	1.339	3	.446	1.691	.173
Within Groups	27.979	106	.264		
Total	29.318	109			

H<sub>0</sub>: The relationship between age of the respondents and the respect given to the respondents is not significant.

H<sub>1</sub>: The relationship between age of the respondents and the respect given to the respondents is significant.

*Inference*

The Table XVI shows the relationship between the age of the respondents and respect given to the respondents is not significant.

TABLE XVII: GENDER OF THE RESPONDENTS VS LEVEL OF SECURITY

	Sum of Squares	df	Mean Square	F	Significance
Between Groups	1.339	3	.446	1.691	.173
Within Groups	27.979	106	.264		
Total	29.318	109			

H<sub>0</sub>: The relationship between gender of the respondents and the level of security is not significant.

H<sub>1</sub>: The relationship between gender of the respondents and the level of security is significant.

*Inference*

The Table XVII inferred that the relationship between gender of the respondents and the level of security is significant.

TABLE XVIII: AREA OF RESIDENCE OF THE RESPONDENTS VS WORKING HOURS

	Sum of Squares	df	Mean Square	F	Significance
Between Groups	.041	2	.020	.053	.949

Within Groups	41.132	107	.384		
Total	41.173	109			

H<sub>0</sub>: The relationship between area of residence of the respondents and the working hours is not significant.

H<sub>1</sub>: The relationship between area of residence of the respondents and the working hours is significant.

*Inference*

The Table XVIII shows that the relationship between the area of residence of the respondents and working hours is not significant.

TABLE XIX: AGE OF THE RESPONDENTS VS PROMOTION

	Sum of Squares	df	Mean Square	F	Significance
Between Groups	9.057	3	3.019	3.192	.027
Within Groups	100.261	106	.946		
Total	109.318	109			

H<sub>0</sub>: The relationship between age of the respondents and the promotion is not significant.

H<sub>1</sub>: The relationship between age of the respondents and the promotion is significant.

*Inference*

The Table XIX shows that the relationship between the age of the respondents and the promotion is significant.

TABLE XX: GENDER OF THE RESPONDENT VS RESPECT GIVEN TO THE RESPONDENTS

	Sum of Squares	df	Mean Square	F	Significance
Between Groups	.280	1	.280	1.040	.310
Within Groups	29.039	108	.269		
Total	29.318	109			

H<sub>0</sub>: The relationship between gender of the respondents and the respect given to the respondents is not significant.

H<sub>1</sub>: The relationship between area of residence of the respondents and the respect given to the respondents is significant.

*Inference*

The Table XX shows that the relationship between the gender of the respondents and the respect given to the respondent is not significant.

## V. FINDINGS, SUGGESTIONS AND CONCLUSION

### A. Findings

- The Majority of the respondents belong to the age group of 36 years to 45 years.
- Most of the respondents are Females.
- About 73% of the respondents are Married.
- About 71% are the residents reside in Rural area.
- It was found that 86% of the respondent's salary are below Rs.10000.
- The Majority of the respondents have said that they highly satisfied with the respect given to them during working hours.
- About 62% of the respondents said that their supervisors help and guide them during working hours.
- About 42% of the respondents said that they have Motivated to their job.
- Most of the respondents agree that their time flies during the job.
- It was found that the majority of the respondents, 49% agree that their job was challenging.
- About 39% of the respondents said that they strongly agree and agree that they are strong and vigorous.
- About 35% of the respondents agree with the level of promotion they get inside the organization.
- It was found that the majority of the respondent's 54% agree with the recognition given by the organization.
- About 73% of the said that they are satisfied with the salary paid to them.
- The Majority of the respondent's have said that they are satisfied with the working hours prevailing to them.
- About 44% of the respondents are satisfied with the training programs afford by the management.
- Only 70% of the respondents are highly satisfied with the working environment.
- The Majority of the respondents, 82% are highly satisfied with the level of security given to them by the organization.
- The relationship between the age of the respondents and respect given to the respondents is not significant.
- The relationship between gender of the respondents and the level of security is a significant.
- The relationship between the area of residence of the respondents and working hours is not significant.
- The relationship between the age of the respondents and the promotion is a significant.
- The relationship between the gender of the respondents and the respect given to the respondents is not significant.

### B. Suggestions

- The Management can concentrate on training programs given to the employees, especially about the nature of job and other activities performed related to improving the skills of their employees.
- The Company can take some innovative steps regarding promotion given to the employees. They can the reframe the criteria given for promotion.
- The Management can take some steps to give recognition to the employees so that their productivity will increase and the organization can gain a lot.

## VI. CONCLUSION

The study on Employee Engagement and its impact on Job Satisfaction in Veera Home Tex (India) private limited reveal that the employees are satisfied with the respect, level of security, working hours and the salary paid in the organization. The study concluded that the Employee Engagement has a significant impact on Job Satisfaction based on level of security and level of promotion given to the employees. It has been found that in order to achieve job satisfaction among the employees the Employee engagement plays a vital role. The management can try to implement the suggestions given by the researchers for the betterment and development.

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