



Impact of Employee Engagement in Job Satisfaction Among The Private Engineering College Teaching Professionals In Thanjavur District

Dr. V. Manjula

Director & Assistant Professor, Department of Management Studies,
MASS College of Arts and Science, Kumbakonam, Thanjavur District, Tamilnadu.

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Abstract

Purpose-This research paper concentrated on the analysis of the impact of employee engagement in job satisfaction among the private engineering college teaching fraternity, which comprises of Assistant Professor, Associate Professor and Professor Categories. The study was conducted in Thanjavur district.

Design/Approach: A descriptive cross sectional study was conducted and 154 respondents from different private engineering colleges were recruited through random sampling to take part in the study. It was found that the employee engagement is having the impact in job satisfaction after identifying the various factors of employee engagement using the statistical tools like factor analysis, correlation and regression.

Findings- the results showed that educational qualification and income significantly influenced employee engagement in all dimensions while gender, designation and work experience influenced employee engagement. It showed a strong correlation between employee engagement and job satisfaction.

Research limitations/implications: the final sample size of this study was relatively small due to the time constraint; hence, the study yielded less accurate results.

Practical implications: - The employees having the psychological connected with the teams will bring love towards their job and in turn provide positive feel towards organization. The engaged employees usually do brand advocacy to their friends and family members about the organization.

Social implications: -An engaged employees help organic growth by improving customer relationships, resulting in a 10% increase in customer ratings. This study would benefit in focusing on rewards, appreciation and to build strong relationship between the organization and employees. Employee engagement strategies could fill the gap between employee's job involvement and job satisfaction. On

the whole, employee's engagement makes them to invest themselves wholeheartedly on the job.

Originality/value: Employee engagement and job satisfaction, as well as their dimensions, illustrate a clear relationship.

Keywords: Employee Engagement, Employee engagement factors, Job Satisfaction, Private Engineering Colleges, Teaching, Thanjavur.

Paper type: Research paper

I. Introduction

Job Satisfaction is the work attitude of the employees towards the described job profile in the prescribed work condition. The job satisfaction may differ with individual employees who are working in the same working conditions in the same job profile. In the other perspective job satisfaction would come from the employee end by having the proper engagement with the job. Employee engagement is the emotional and mental connection with the work they do, work their team do and in whole the organization. Employees who have the greater level of involvement in their assigned job profile will also bring in the profitability, revenue, customer experience, employee turnover, and so on. Moreover, researchers identified that 92% of business executives in the corporate environment believes that engaged employees perform better, drive the team towards success and concentrate on organizational outcomes. This paper examines the impact of employee engagement with the job satisfaction of the employees.

Employee Engagement:

Employee engagement is defined as the emotional investment employees make in their organizations. It is the passion, involvement, and motivation they bring to work, which they use to guide their work. Engaged employees identify with the goals of the organization and align their own goals with the organization's goals.



Factors Affecting Employee Engagement

1. Inspiring leadership

Employee engagement starts at the top. Company leaders must be collaborative, regularly interacting with their workforce, sharing ideas with them, and soliciting their contributions before making a significant decision. This makes employees feel like they are involved in the company's growth and keeps them engaged.

2. Career development

In many ways, career development can be better than employee benefits, and this applies particularly to millennials/Gen Zers.

3. Internal communication

Communication plays a significant role in how engaged your employees are, especially if you have a large distributed workforce. The ability to connect in real-time, receive regular updates from the company, and quickly resolve issues (no matter how trivial) is critical to enabling an engagement-friendly workplace.

4. A culture of diversity

To ensure maximum engagement for all individuals, diverse work culture is essential. This means that the company is open to new ideas from every employee, proactively prevents bias, and ensures equal opportunity for all. Diversity must be embedded within the company values, covering every minority group as well as the generational divide.

Job Satisfaction

Job satisfaction can be defined as the sense of contentment one feels as a direct result of being employed in a particular role. It isn't only when the employee is content while in the office/workplace — their job makes them feel content in life, impacting areas such as security and confidence.

Factors Affecting Job Satisfaction

Typically, it is the monetary and associated factors that determine how *satisfied* employees are with their job. The top four elements include:

1. Compensation

The first (and probably the biggest) driver of job satisfaction is compensation. Remember two things here. One, the pay scale must be positioned competitively against similar companies in your region. Two, employees should be able to maintain an above-average quality of life with the compensation provided.

2. Benefits

Supporting the advantages of good pay, you can offer a comprehensive benefits package that takes care of physical and mental well-being, financial wellness, childcare, and family coverage. You may not need innovative perks like unlimited paid time off or an in-house gym. And this is a key difference between employee engagement and job satisfaction. People want stronger basics than perks they can do without.

3. Work-life balance

The freedom to work from home, paid leaves, and mandatory vacation days, among other things, can ensure a positive work-life balance for your workforce. They will have more time to spend with family or in personal pursuits, thereby improving the quality of life. This is one of those factors that not only ensures satisfaction but can also contribute to a certain level of employee engagement.

4. Recognition

Every employee, no matter their personality, professional goals, or level of engagement/satisfaction, wants to be appreciated for their contribution. You can adopt a formal structure of recognition, with annual reviews and appraisals, or an informal one, where achievements are acknowledged in the moment.

II. Review of Literature

Anton Vorinoa, Miro Simonic, Maria Vlasova (2017) Economic Themes (DE Gruyter) examined the relationship between employee engagement and job satisfaction. An occasional sample of 594 respondents who are employed in the public and non-public sector in Slovenia was used for the purpose of this study. The results confirm that the relationship between employee engagement and job satisfaction was positive and statistically significant (5 % significance level), based on the linear



regression $F(1, 583) = 296.14$, p -value = 0.000, R -square = 0.337.

Knippenberg Barbara Van et al (2006) did research on "Process-Oriented versus Outcome-Oriented during Organizational Change: The Role of Organizational Identification". This paper explains that the organizational identification is predictive of employee interests and concerns during periods of organizational change. The results suggest that people who identify less with the organization are more likely to be focused upon the change outcomes than on the change process, while people who identify highly (i.e., deep structure) with the organization are more likely to be focused upon the change processes than on the change outcomes. The benefits of awareness of organizational members' level of identification for organizational change management are discussed.

Sobia Ali & Yasir Aftab Farooqi (2014) conducted research to study the Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Engagement and Employee Performance". The purpose of this study was to identify the effect of workload in job satisfaction and effect of job satisfaction on employee engagement and employee performance

Employee engagement can be influenced by several factors, including the provision of appropriate and satisfying wages according to job level (Pang & Lu, 2018). Consistent communication within the organization is able to increase employee engagement so as to provide the best performance at work (García-Carbonell et al, 2018). A conducive work environment can provide good performance results for individuals (Lazauskaite-Zabielske, Urbanaviciute & Balsiene, 2018) as well as

supportive colleagues in the workplace can increase job satisfaction and work performance (Yousef, 2017).

Employee engagement plays an important role in the organization so that it is able to improve individual performance which in turn can provide job satisfaction (Garg, Dar & Mishra, 2018). Training in service to other individuals is a supporting aspect at the employee engagement level (Johnson, Park & Bartlett, 2018). Various other aspects such as the character of the individual being served determine the level of engaged individuals in the organization (Wang & Chen, 2019)

Objectives of the research

1. To analyze the key determinants of employee engagement practices in enhancing the job satisfaction among the individuals
2. To identify the factors for employee engagement
3. To analyze the impact of employee engagement factors in job satisfaction

Research Methodology

In this research, descriptive research design was adopted. Both primary and secondary data were used. The total respondents for the research were 154 teachers of private engineering colleges in Thanjavur District. Structured questionnaire was administered to collect the primary data. Factor analysis, Correlation and regression were used to analysis the data.

Data Analysis

The first part of the analysis is involved in presenting the percentage rate analysis of the demographic variables

Table 1: Demographic Variables

Respondents Gender	Frequency	Percent
Male	108	70.1
Female	46	29.9
Respondents Age	Frequency	Percent
21 - 25 Years	18	11.7
25 - 30 Years	81	52.6
30 - 35 Years	39	25.3
35 - 40 Years	16	10.4
Education	Frequency	Percent
Completed Under graduation	49	31.8
Completed Postgraduation	82	53.2



Completed Doctorate	23	14.9
Marital Status	Frequency	Percent
Married	103	66.9
Unmarried	51	33.1
Designation	Frequency	Percent
Assistant Professor	72	46.8
Associate Professor	46	29.9
Professor	36	23.4
Experience	Frequency	Percent
1 - 4 years	39	25.3
4 - 8 years	47	30.5
8 - 12 years	27	17.5
12 -16 years	9	5.8
More than 16 years	32	20.8
Total	154	100

Based on the analysis, it has been identified that 70.1% of the respondents were male and remaining were female, 52.6% of the respondents were in the age group of 25 - 30 Years, 25.3% were in the age category between 30 - 35 Years, 11.7% were in the age group between 21 - 25 Years and remaining 10.4% were in the age group of 35 - 40 Years, moreover, 53.2% have completed post graduation course, 31.8% have completed under graduation course and remaining have done their doctoral degree. 66.9% of the sample population were married and remaining were unmarried. 46.8% were working as Assistant Professor, 29.9% were working as Associate Professor and 23.4% were

working as Professor. Also, 30.5% possess experience between 4 - 8 years, 25.3% have experience between 1 - 4 years, 20.8% possess experience between More than 16 years and 5.8% have experience of 12 -16 years.

Factor Analysis

Factor analysis is considered as one of the effective data reduction technique that enables researchers to investigate concepts that cannot easily be measured directly. By boiling down a large number of variables into a handful of comprehensible underlying factors, factor analysis results in easy-to-understand, actionable data.

Table 2: KMO test

KMO and Bartlett's Test		
KMO Test		0.939
Bartlett's Test	Chi-Square	2122.61
	df	36
	Sig.	0.00

From table 2, it can be stated that the value of KMO measure is 0.939, above the commonly recommended value of 0.500, and Bartlett's test of

sphericity was significant ($\chi^2 = 2122.61$) at 5% level of significance, indicating the sufficiency of sample to perform factor analysis.



Table 3: Principal Component Analysis

Constructs	Variables	Extraction
Workplace Policies	The organisation policies are highly supportive for employees	0.895
	Flexible hours of working is encouraged	0.905
	Leave policies are beneficial	0.891
Rewards and Recognition	Performance appraisal system is transparent	0.851
	Monetary rewards are highly satisfactory	0.869
	Proper recognition is given by the management	0.892
Support of Superiors	The supervisor is highly supportive	0.863
	Monthly feedback is provided to employees	0.684
	Issues are addressed properly by the manager	0.857

From the study, it is noted that the major three factors which possess highest strength of the relationships are “Flexible hours of working is encouraged” which possess extraction value of 0.905, followed by “The organisation policies are highly supportive for employees” with value of 0.895 and “Proper recognition is given by the management” with value of 0.892.

Correlation Analysis

The next step in the data analysis part is to identify the association between the independent variables (Workplace Policies ; Rewards and Recognition and Support of Superiors) and dependent variable (Job Satisfaction).

Table 4: Correlation analysis

Correlations	Workplace Policies	Rewards and Recognition	Support of Superiors	Job Satisfaction
Workplace Policies	1	.895**	.842**	.844**
Rewards and Recognition	.895**	1	.856**	.843**
Support of Superiors	.842**	.856**	1	.773**
Job Satisfaction	.844**	.843**	.773**	1

Based on the summary from Table 4, it is noted that the highest correlation exists between workplace policies and job satisfaction which has the value of +0.844, followed by rewards and recognition with the correlation value of +0.843 and the support of superiors states a value of +0.773. Hence, it can be stated that all the variables possess strong and positive correlation towards job satisfaction in the organisation

Regression Analysis

The last part of the analysis is involved in providing the estimation of relationships between a dependent variable and one or more independent variables. Also it can be used to assess the strength of the relationship between variables and for modelling the future relationship between them.

Table 5: ANOVA Analysis

Model	SS	df	Mean Sq	F	Sig.
Regression	163.126	3	54.375	152.368	.000b
Residual	53.53	150	0.357		
R	0.868	R sqd	0.748		



From the output of table 5, it can be stated that the value of R squared (coefficient of determination) is 0.748 or 74.8% which is greater than 60% hence it can be stated that the data is best fit.

Table 6: Regression Coefficients

Coefficients	B	Std. Error	Beta	t	P Val
(Constant)	0.199	0.181		1.103	0.272
Workplace Policies	0.432	0.098	0.423	4.393	0.00
Rewards and Recognition	0.385	0.096	0.404	4.023	0.00
Support of Superiors	0.071	0.084	0.071	0.849	0.398

From the above table the regression equation can be stated as follows

Job satisfaction = 0.199 + 0.432 x Workplace Policies + 0.385 x Rewards and Recognition + 0.071 x Support of Superiors

Moreover, the p value of Workplace policies and Rewards & Recognition is 0.00 which is less than 0.05 hence it can be stated that the variables are statistically significant, however the p value of support of superiors is more than 0.05 and hence not statistically significant.

III. Conclusion

Analysis helps to conclude that the work place policies and the Reward and recognition system followed in the company is having the greater impact in the job satisfaction. The support extended from the superiors end is not creating a greater impact in the job satisfaction of employees working in the private engineering colleges in Thanjavur district. Hence the employees are reaching the job satisfaction attitude once the employers frame more policies that are supportive and beneficial to the employees.

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