

# Employee Engagement leads to Job Satisfaction

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**Abstract:** *Employees are the real asset of an organisation. As in today's era competition is growing and in this competitive environment the organisation is looking up to strengthen themselves so as to be the best among the others. Employees can act as the reason for success and simultaneously they can be the reason behind the failure of an organisation if not taken care in proper direction. The concept "employee engagement" is being widely used in every organisation with an intention to improve the productivity level more. Employee engagement is nothing but the level of willingness, ability and attitude of employees towards their work or task. As per the researchers, many evidences has been found out which shows that more the employee is engaged more he/she contributes towards the job and more they are likely to be satisfied. This research article portrays an interlink between employee engagement and job satisfaction. It shows that employee engagement is directly related to the job satisfaction. This research paper is descriptive in nature. The paper was developed taking the feedback from 30 respondents through the help of questionnaire. The questionnaire was developed taking into account the necessary determinants.*

**Keywords:** *Employee Engagement, Job Satisfaction, Productivity*

## I. INTRODUCTION

In this fast moving business environment the companies are striving for the success and developments of their organisation. The only goal is to prove themselves the best among the rest. The backbone of any organisation is ultimately their employees. Employee acts as an asset for the organisation. More competent the employees are towards the changing environment more they contribute towards the organisation. In today's era it is being seen that organisations need to cope up with the changes in terms of technology, policies, working style, etc. Coff 1994 argues that human assets are a key source of sustainable advantage because of casual ambiguity and systematic information making them inimitable. Success of an organisation always depends upon employee's attitudes, competencies and skills, their ability to generate commitment and trust, communicate aspirations.

Managers are paying more attention towards this issue. Leader acts as a driving force for the subordinates. Leader guides them towards their goal in a proper and defined direction. The term employee engagement first came into existence by Kahn (1990). He described how people can use varying degrees of their selves physically, cognitively and emotionally in work role performances. Job satisfaction means more attached to job and more engaged in job. BSNL being a Government organisation, employees take jobs for granted and are less involved in day to day operation. Secured jobs sometimes leads to less involvement and less engagement in job, which ultimately results in less Job satisfaction. This study will find out the involvement and satisfaction of employees in jobs. Scope of the Study This study clearly focuses on the major areas undergone by them. The study covers the satisfaction level of BSNL employees in their jobs related to their roles and responsibilities. This study includes all grades of employees working in the organisation .

### Objective of the Study

The below stated are the various objectives as per which the research was conducted.

1. This study will help to reflect that more engaged employees are more satisfied in the job.
2. To know the connection between employee engagement and job satisfaction.

### Research Methodology

This research has been conducted through both primary and secondary sources. To develop and collect the resources help of questionnaire is taken. The research is conducted among 30 respondents. Their view and opinions were collected through questionnaire as well as interview.

Primary resources include the questionnaire being developed for the employees and through the interview and the data was collected also through their officials. Secondary sources include the various journals, articles, newspapers and various other official documents. Review of Literature The term engagement was coined by Kahn (1990) he defined it as the "harnessing of organisational members" selves to their roles. According to Kahn (1990), engagement is defined psychologically as well as physically present when occupying and performing an organisational role. According, to Brown (1996) engagement is closely associated with job involvement and floe (Csikszentmihalyi, 1990). As per a study being taken among 17 MNCs china revealed that about 80% of engaged employees are more productive as compared to the other employees and are also less likely to leave the company during a while ( Hui et al, 2007). According, to Robbinson et al's (2004) engagement is a two way relationship between the employer and employee. According, to the Gallup organisation (2004) there exist a critical link between employee engagement, customer loyalty, business growth and profitability.

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## Employee Engagement leads to Job Satisfaction

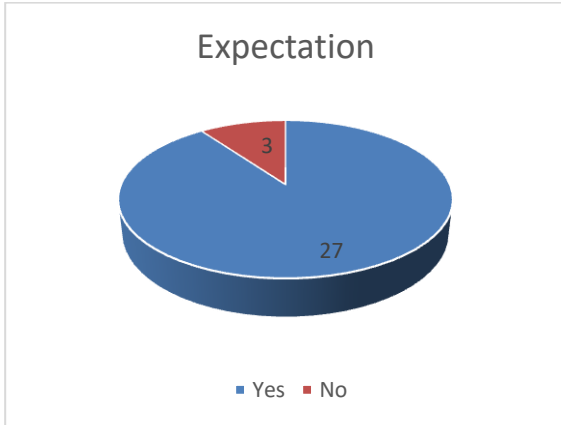
According to Robbert (2006) employees who are engaged in their work and committed to their organisations give companies crucial competitive advantages including higher productivity and lower employee turnover.

Data Analysis and findings  
The total number of 30 employees of BSNL were interviewed and below is the stated results.

**Q1. Do you know what is expected of you at work?**

Yes- 27

No-3

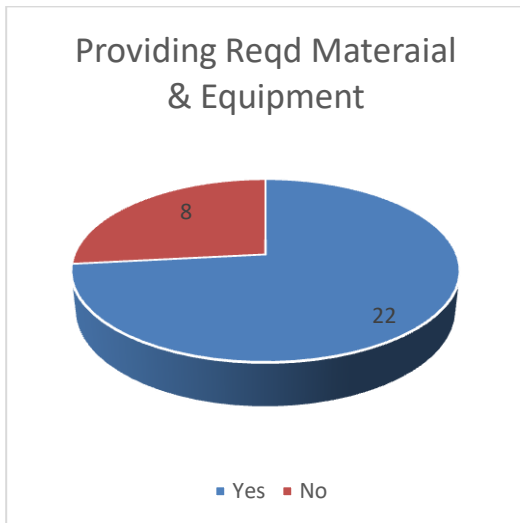


According to this most of the employees are aware of their responsibilities and expectations in their organization.

**Q2. Do your organisation provide the required materials and equipment to do your work right?**

Yes-22

No-8

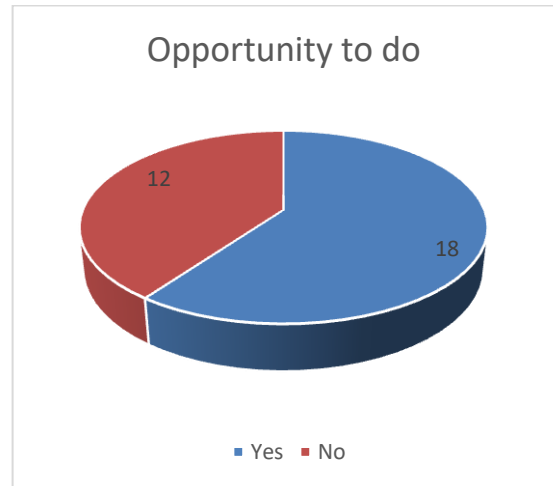


They have the adequate requisites to accomplish their task and work. Some of them were dissatisfied with the supply of materials.

**Q3. At work, do you have the opportunity to do what you do best everyday?**

Yes-18

No-12

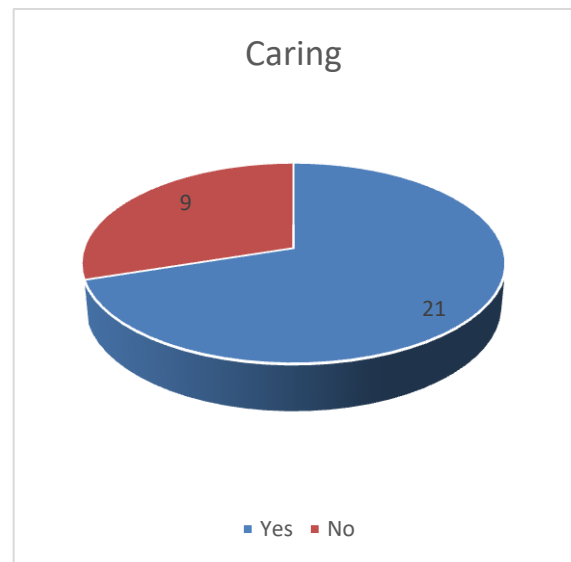


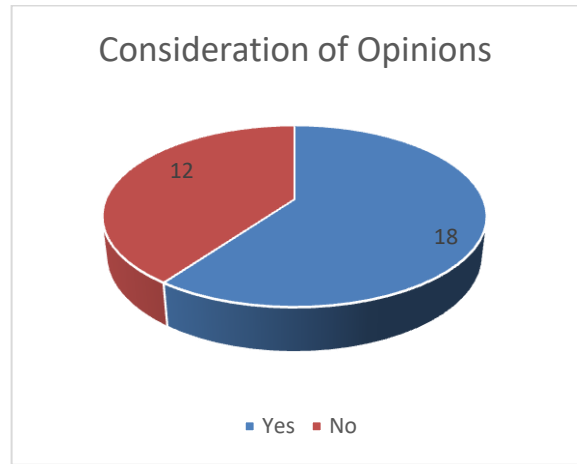
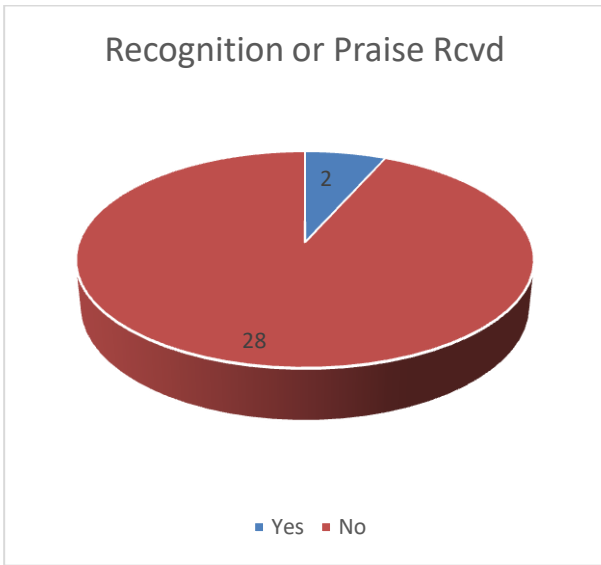
Most of them were happy with the provision given to them to take initiatives for new inventions. But rest of them were not given the opportunity for new initiatives.

**Q4. In the last even years, have you received recognition or praise for doing good work?**

Yes-2

No-28





Here a mixed response was found among the employees. They stated that the organisation does not appreciate the opinions and suggestions in every case.

Q8. Does the mission/purpose of your company make you feel your job is important?

Yes-12  
No-18

According to the research, the employees are not awarded or praised for their achievements. Most of them are dissatisfied with the approach of an organization regarding the recognition and award. Recognition is a part of Employee Engagement. This results in Job Dissatisfaction.

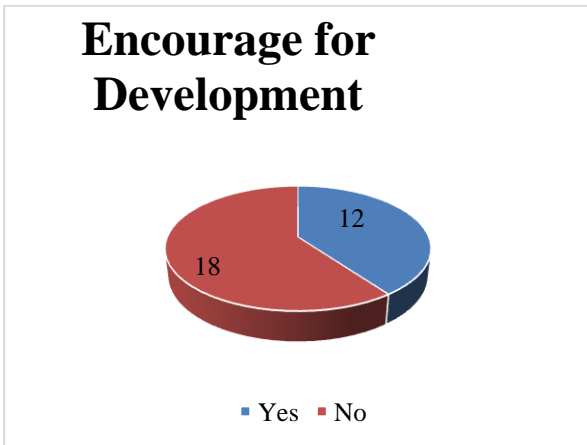
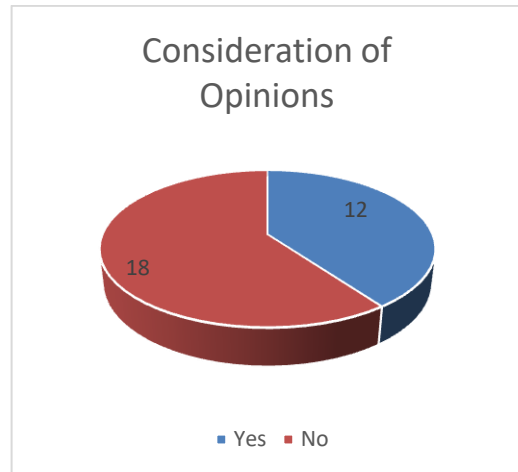
Q5. Does your supervisor, or someone at work, seem to provide guidance to you as a person?

Yes-21  
No-09

Most of the employees accept that there is no leadership approach to guide them and boost them for achieving the target.

6. Is there someone at work who encourages your development?

Yes-12  
No-18



The Mission of the Organisation is not aligned to the Job of Employees. Hence, Employee engagement would be quite difficult.

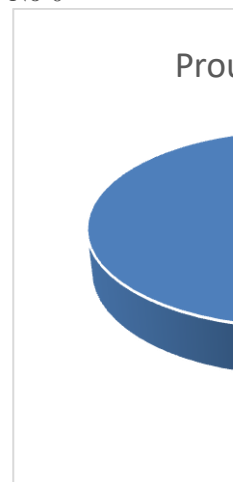
9. Do you feel proud of your company?

Yes - 30  
No-0

There is a lack of encouragement among the employees, which the research suggest. In this organisation, the employees are neither supported and guided properly nor they are counselled for improvement. So, this is a clear case of Non Engagement which may lead to Job Dissatisfaction.

Q7. At work, do your opinions seem to count?

Yes-18  
No-12

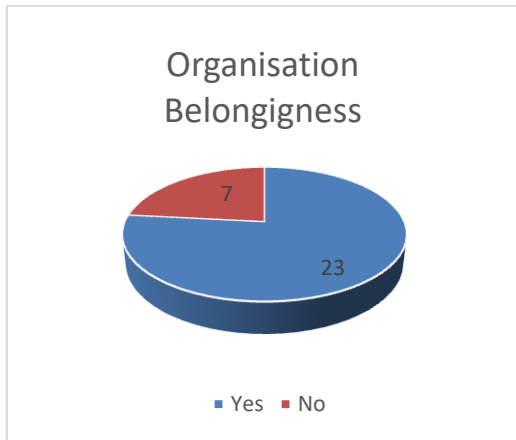


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All the employees feel proud to be associated with a public sector company and they feel privileged to work there as Job Security is there.

10. Do you prefer to leave this organisation for better opportunity?

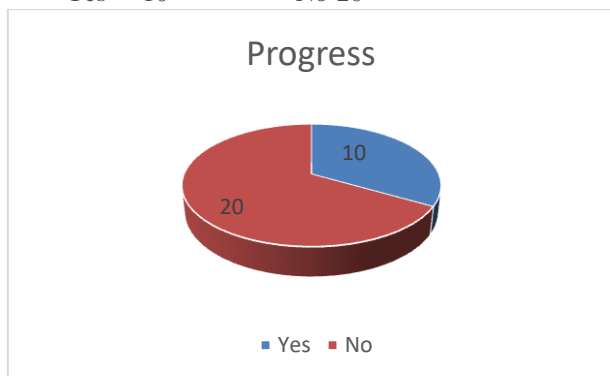
Yes -23 No-7



Most of the employees have opted for leaving the organisation if they get better opportunity. So, it shows Job Dissatisfaction.

11. In the last six months, has someone at work talked to you about your progress?

Yes -10 No-20



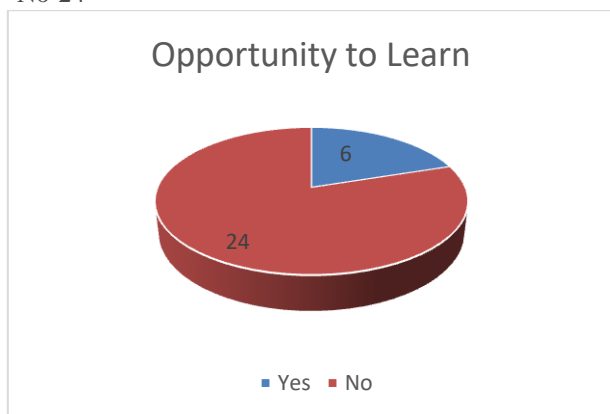
60% gave opinion that ,there is no discussion of progress , which is aclear indication ofJob Dissatisfaction.

There is a lack of performance appraisal and review.In this organisation, employees are never worried about the appraisal and results.

12. In the last year, have you had opportunities to learn and grow?

Yes - 6

No-24



Learning and Growth is very less in BSNL, which shows Engagement is less and Job satisfaction is not there.

Conclusion: From the above study and findings, it is observed that in this organisation still the employees are working with traditional style with old knowledge, skills and abilities. They are not focused with updating of their skills. They are habituated working with the old strategies. The organisation should focus on training of employees and their encouragement. According to this research most of the employees are not praised and encouraged for their contribution as well. This study suggests new updated skills should be adopted for the existing employees to utilise their potential. The organisation should invest on training so as to enhance the abilities of employees.

Underutilisation of potential means less Engagement in Organisation.This study clearly proves that Employees of BSNL are not Engaged fully.In some questions Employees have shown their dissatisfaction about organisation's support,which means there is no Job Satisfaction.Employees' less Engagement leads to such dissatisfaction. Employees are also dissatisfied with Leadership as they don't get a proper direction for their progress. Employees also feel proud to be associated with BSNL, but will leave if they get better opportunity. Lack of Guidance, support and career growth leading to disengagement of Employees.

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