

## Research Article

## Relationship between Job Satisfaction and Job Engagement- A Case Study on NRL, Assam

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**Abstract:** Employees' performance is the product of job satisfaction and employee engagement. Employees have job satisfaction and feeling of engagement when organizations provide healthy work culture and sound communication practices. Today, competitors can emulate the performance of the services provided by the organization but they cannot imitate the vigor, dedication and absorption of employees at the workplace. The present study shows that 73.3 percent of NRL employees have both job satisfaction and job engagement. Further, Pearson chi-square method has been applied on the study to analyse the relationship between job satisfaction and job engagement. Pearson chi-square value stands at 67.474 (df = 4) at a level of significance 0.005 which is greater than the Table Value 9.488. It shows strong relationship between job satisfaction and employee engagement. So, the present study revealed that there is a significant relationship between Job Satisfaction and Job Engagement among workers of NRL- Assam. With this background, the paper makes attempts to analyze the relationship between job satisfaction and employee engagement of employees working at NRL, Assam. Moreover, it endeavours to compare the level of job satisfaction and employee engagement of the workers.

**Keywords:** Assam; Employee Engagement; Job Satisfaction and; NRL.

### INTRODUCTION

Job satisfaction and employee engagement drives competitive advantage and innovations of an organization. Now, it becomes a superseding task for every organization to create a holistic environment which ensures not only a mere fulfillment of career aspiration and job satisfaction but, also a sense of employee engagement. Moreover, a conducive atmosphere has to be provided to them, as it creates a sense of job satisfaction and engagement too. As a matter of fact, only satisfied employees create satisfied customers. Further, satisfied and committed employees contribute to competitive advantages, innovation, peace, understanding, prosperity and progress. Moreover, it remained a fact that job satisfaction leads to employee engagement, later being the product of the former.

It has been reported by researchers that satisfied and engaged employees create value to the organization. The stories of successful business organizations have been scripted on contributions made

by engaged and satisfied employees. Engaged employees express themselves physically, cognitively and emotionally during their role performances in the organization. They act as drivers of financial and market success. They give outstanding performances by trying to stretch themselves and continuously striving to outperform and set new standards of excellence. The concept of job satisfaction and employee engagement has gained momentum in most of business organizations across the globe.

Employees have job satisfaction and feeling of engagement when organizations have healthy work culture and communication practices, where they can get platforms to express their concerns and opportunities to grow and develop their potentials. Today competitors can emulate the performance of the services provided by the organization but they cannot imitate the vigor, dedication and absorption of employees at the workplace (Sarangi, 2012).

Quick Response Code



Journal homepage:

<http://www.easpublisher.com/easjebm/>

Article History

Received: 13.09.2019

Accepted: 23.09.2019

Published: 05.10.2019

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The earlier approach of human resource development emphasized mostly in training and proper supervision of employees. However, it is now realized that, training plays a limited role. The need for improving the quality of work life by making the job more satisfying and developing sense of employee engagement have been greatly felt. It is the performances of employees which ultimately decide the future of organizations.

However, the employee performance is to a large extent, influenced by both job satisfaction and employee engagement.

## OBJECTIVES OF THE STUDY

### The Paper Endeavours To:-

- Analyze the relationship between job satisfaction and employee engagement of employees at NRL, Assam.
- Compare level of job satisfaction and employee engagement of workers working in NRL, Assam.

## HYPOTHESIS

**H<sup>0</sup>:** The relationship between job satisfaction and employee engagement is not significant.

## RESEARCH METHODOLOGY

- **Research Method and Tools:** The present study has been purely based on Field Survey. It is an Analytical Research in nature. During the study, Personal Interview, Telephonic Contacts and Observation Methods have been used to collect pertinent field data. Moreover, structured schedules, mobile phone and other stationeries have been widely used as research tools for the study.
- **Sources of Data:** During field survey, the data have been collected from both primary and secondary sources. Primary data has been collected with the help of structured questionnaire containing 60 close-ended questions. During the study, questionnaire has been administered while conducting interviews. Further, closed and objective observation has been made to collect additional primary data. For secondary data, relevant information from various sources has been collected through books, journals, thesis, dissertations, published and unpublished sources. Beside, internet has been extensively used while collecting secondary information for the present study.
- **Universe of the Study:** The Universe of the present study encompasses all the permanent employees who are presently working in NRL Assam. During the study, personal visit was made at the NRL Numaligarh site in which employee list was provided by the NRL Authorities. The list revealed that there are 882 permanent employees working in NRL Assam. So, the 882 permanent

employees constitute the Population or Universe of the study.

- **Sampling Technique, Design & Size:** During the present study, Convenience Sampling under non-probability sampling technique has been used. Convenient sampling technique is applied over 882 permanent employees at Numaligarh Refinery Limited (NRL), Numaligarh, Golaghat, Assam. For the present study, out of 882 total employees, 20, 40 and 60 samples has been selected from Top Management, Middle Management and Non-Management respectively. So, it is maintained in the ratio of 1:2:3. The sample design and size of the present study is summarized in Table 1. Thus, size of the sample for the study is 120, which constitute 13.61 percent of the population.

**Table: 1 Sample Design and Size**

SL No.	Target Respondents	No. of Respondents
1.	Top Management	20
2.	Middle Management	40
3.	Non-Management	60
<b>Total</b>		120

**Source:** Field Study, 2019

- **Tool of Data Analysis:** For analysis of data, frequency distributions, pie chart, cross tabulation, chi-square test etc., has been used to draw inferences on the Universe. Moreover, statistical packages like MS Excel and SPSS (21 Version) have been widely used to analyses field data as per the need and requirements of the study. Further, impact of different determinants of job satisfaction and job engagement has been made during the present study. In addition, Reliability Analysis has been done for 81 items in the questionnaire using the Cronbach's Alpha. The Alpha value calculated is (0.970) which indicates high reliability of the questionnaire as shown in Table 2.

**Table: 2: Reliability Statistics**

Cronbach's Alpha	N of Items
.970	81

**Source:** Field Study, 2019

Moreover, cross tabulation and chi square tests have been carried out to test hypotheses of the present study.

## ANALYSIS AND INTERPRETATION OF DATA

### A. DEMOGRAPHIC PROFILE OF THE RESPONDENTS

For better understanding of demographic attributes of the 120 respondents, detail analysis has been made. Four important demographic attributes of the sample respondents have been taken into consideration for the study namely- age, gender, education and work experience respectively. The

demographic profiles of the respondents are discussed as follow:

- a) **Gender:** It is revealed from Table 3 that the majority of respondents are male which constitutes 80.8 percent of total sample. On the other side, female respondents share 19.2 percent of total sample.

**Table 3: Gender of the Respondents**

Sl. No.	Gender	Frequency	Percent
1	Male	97	80.8
2	Female	23	19.2
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*

- b) **Age:** It is observed from Table 4 that, the respondents are of different age groups. These age groups are divided into four parts namely- 20-30 years; 31-40 years; 41-50 years; and more than 50 years respectively. It is unveiled that 22 persons i.e. 18.3 percent of the total respondents are of the age group 20-30 years. Likewise, 30 persons (25 percent), 45 persons (37.5 percent) and 23 persons (19.2 percent) of the total sample are found to have fallen under the age groups of 31-40 years, 41-50 years and above 50 years. Thus, the age group of 41-50 covers maximum number of respondents (37.5 percent). The frequency distribution of respondents on the basis of age is given in Table 4.

**Table 4: Age Categories of the Respondents**

Sl. No.	Age Group	Frequency	Percent
1	20-30 years	22	18.3
2	31-40 years	30	25.0
3	41-50 years	45	37.5
4	Above 50 years	23	19.2
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*

- c) **Education Level:** For the present study, educational levels of the respondents have been divided into four categories namely- Diploma/School, Undergraduate, Graduate and Post Graduate respectively. It is observed from Table 5 that, most of the respondents are graduates

which shares 49.2 percent of the total sample. Likewise, 43.3 percent, 2.5 percent and 5 percent of the selected samples are postgraduates, undergraduates and Diploma holders or School goers. Summary of educational profile of the respondents are given in Table 5.

**Table 5: Levels of Education of the Respondents**

Sl. No.	Education	Frequency	Percent
1	Diploma/School	6	5.0
2	Undergraduate	3	2.5
3	Graduate	59	49.2
4	Post Graduate	52	43.3
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*

- d) **Work Experience**

With regards to work experiences of the respondents, four categories have been selected namely- less than 2 years; 2 years to 5 years; 6 year to 10 years and more than 10 years respectively. The study revealed that, 70.8 percent of the respondents have work experience of above 10 years. Moreover, 16.7 percent have work experience of 2-5 years. Few respondents have work experience of less than 2 years or 6-10 years. The detail pertaining to work-experience profile of the respondents is given in Table 6.

**Table 6: Work Experiences of the Respondents**

Sl.No	Work Experience Range	Frequency	Percent
1	Less than 2 years	5	4.2
2	2- 5 years	20	16.7
3	6-10 years	10	8.3
4	Above 10 years	85	70.8
<b>Total</b>		<b>120</b>	<b>100.0</b>

Source: *Field Study, 2019*

- e) **Gender and Level of Management:** As it can be seen Table 7 that, the numbers of female employees in top management is nil at NRL-Numaligarah. In addition, there is insignificant participation of women workers in middle management and non-management categories. It is unleashed from Table 7 that, women workers share only 25 percent and 21.7 in middle management and in non-management categories.

**Table 7: Gender and Level of Management**

Gender and Level of Management- Cross Tabulation						
		Level of Management			Total	
		Top	Middle	Non		
Gender	Male	Count	20	30	47	97
		% within Gender	20.6%	30.9%	48.5%	100.0%
		% within Level of Management	100.0%	75.0%	78.3%	80.8%
	Female	Count	0	10	13	23
% within Gender		0.0%	43.5%	56.5%	100.0%	
% within Level of Management		0.0%	25.0%	21.7%	19.2%	
Total		Count	20	40	60	120
		% within Gender	16.7%	33.3%	50.0%	100.0%
		% within Level of Management	100.0%	100.0%	100.0%	100.0%

Source: *Field Study, 2019*

## B. RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

It is revealed from Table 8 that, nine off 120 respondents, which constitute 7.5 percent of the total sample, have shown neutrality over both- job satisfaction and job engagement.

**Table 8: Relationship between Job Satisfaction and Job Engagement (Cross Tabulation)**

		Job Engagement			Total	
		Neutral	Agree	Strongly Agree		
Job Satisfaction	Neutral	Count	9	6	0	15
		% within Job Satisfaction	60.0%	40.0%	0.0%	100.0%
		% within Job Engagement	69.2%	6.5%	0.0%	12.5%
	Agree	Count	4	81	8	93
		% within Job Satisfaction	4.3%	87.1%	8.6%	100.0%
		% within Job Engagement	30.8%	88.0%	53.3%	77.5%
	Strongly Agree	Count	0	5	7	12
		% within Job Satisfaction	0.0%	41.7%	58.3%	100.0%
		% within Job Engagement	0.0%	5.4%	46.7%	10.0%
Total		Count	13	92	15	120
		% within Job Satisfaction	10.8%	76.7%	12.5%	100.0%
		% within Job Engagement	100.0%	100.0%	100.0%	100.0%

$(\chi^2) = 67.47, df = 4, \text{Significance level} = 0.05, \text{Table Value} = 9.48$

Source: Field Study, 2019

Likewise, 81 respondents which constitute 67.5 percent of the total sample have agreed upon both- job satisfaction and job engagement. Further, seven respondents which constitute 5.8 percent of the total sample have strongly agreed that, they have job satisfaction and job engagement at NRL-Numaligarah. Interestingly, it may be inferred from Table 8 that, 88 respondents which share 73.3 percent of the total sample selected for the study have both job satisfaction and job engagement.

Moreover, Pearson chi-square method has been applied to have better insight over the relationship between job satisfaction and job engagement. On analysis, it is found that, the Pearson chi-square value stands at 67.474 (df = 4) at a level of significance 0.005 which is greater than the Table Value 9.488. So, the Null Hypothesis (H<sub>0</sub>) framed for the present study has been rejected. Thus, it has been established that, there is a significant relationship between Job Satisfaction and Job Engagement.

### JOB SATISFACTION VS JOB ENGAGEMENT IN NRL ASSAM

From Table 9, it can be inferred that, the respondents who have agreed or strongly agreed that they have job satisfaction have agreed that, they have sense of job engagement too. It is observed from Table 9 that, 101 off 120 total respondents have admitted that, they have both- job satisfaction and job engagement. Thus, there is a direct relationship between job satisfaction and job engagement.

**Table 9: Job Satisfaction vs. Job Engagement**

Job Satisfaction * Job Engagement			
	Job Engagement		Total
	Agree	Strongly Agree	
Agree	81	8	89
Strongly Agree	5	7	12
<b>Total</b>	<b>86</b>	<b>15</b>	<b>101</b>

Source: Field Study, 2019

## CONCLUSION

Performances of employees shape the future any of organizations. Interestingly, employee performances are to a large extent, affected by both job satisfaction and employee engagement. It is revealed during the present study that, 7.5 percent of the total sample has shown neutrality over both- job satisfaction and job engagement. The study unveiled that, 73.3 percent of the total sample selected for the study have both job satisfaction and job engagement. Moreover, Pearson chi-square method has been applied to have better insight over the relationship between job satisfaction and job engagement. Pearson chi-square value stands at 67.474 (df = 4) at a level of significance 0.005 is greater than the Table Value 9.488 that leads to the rejection of null hypothesis framed for the present study.

Thus, it has been established that, there is a significant relationship between Job Satisfaction and Job Engagement among workers employed at NRL-Assam.

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