



## **Impact of employee engagement activities and organizational culture on job satisfaction on employees.**

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### **Abstract**

**Purpose-** The two main factors that affect how satisfied employees are at work are Organizational culture and employee engagement. Employee engagement is a popular concept for inspiring employees. It concerns workers' good attitudes regarding the company. These initiatives foster a positive company culture that increases workers' job satisfaction. The influence of three fundamental components—employee engagement, organizational culture, and job satisfaction—and how they relate to one another are examined in this study. **Design/methodology/approach-** 84 employees of different organizations of Bhopal were considered who responded through google form – questionnaire. An analysis of the responses was done using a structural equation model. **Findings –** All of the hypotheses were statistically supported. The result says employee engagement activities create a good organizational work culture providing more satisfaction to employees.

**Keywords:** Employee engagement, Job Satisfaction, Organizational Culture

### **Introduction**

Employee engagement refers to an employee's level of dedication and connection with their firm and its principles. A busy employee is aware of the business context and works with colleagues to improve job performance for the benefit of the organization. It is an employee's good attitude toward the organization and its principles. Work engagement was conceptualized by Kahn (1990) as "making use of the self of organization members" for their work roles. In engagement, people use and express themselves when they demonstrate a positive attitude towards the organization and are committed to staying with the company. On the other hand Organizational culture is, commonly defined as the set of beliefs, assumptions, values, norms, artifacts, symbols, actions, and language patterns shared by all members of an organization. In this perspective, culture is seen as a set of acquired knowledge, the interpretation, and understanding of which constitute the identity of the organization and a sense of shared identity among its members.

Job satisfaction is defined as the level of employees' satisfaction with their job. The extends beyond their daily activities to include happiness with team members/managers, contentment with organizational rules, and the influence of their employment on employees' personal life. According to Vroom (1964), "Job satisfaction is an orientation of emotions that employees possess towards the role they are performing at the workplace". Job Satisfaction is an important factor in motivating and encouraging employees to perform better.

### **Review of literature**

(Kim-soon et al., 2015) conducted a study to find the components of employee engagement, and components of job satisfaction and examine the relationship between employee engagement and job satisfaction. A self-administered questionnaire was used to collect the data. reliability analysis, correlation analysis, and regression analysis techniques were used to analyze data. Finally, he came to the conclusion that the components of employee commitment, which are also drivers of commitment are

transformational leadership, transactional leadership, communication with employees, organizational communication, and employee involvement.

(Thakur, 2014) conducted a study to determine the effect of employee engagement on job satisfaction. She concluded that there is a positive correlation between employee engagement and Job Satisfaction in the IT Industry

Maha Ahmed Zaki Dajani (2015) sought to determine the primary determinants of employee engagement in the Egyptian environment. He argued that organizations should actively seek to meet employees' expectations to influence employee performance, which directly affects organizational performance.

Pratima Sarangi and Bhagirathi Nayak, (2016) conducted research to determine the existing level of employee engagement and the work-related areas that need to be changed in order to boost employee engagement. Finally, they found that the existing degree of employee engagement and work-related components needed to be changed for successful employee engagement.

(J., 2014) "Antecedents of Employee Engagement and their Impact on Employee Performance" Carried out a study to identify key factors that contribute to the International Journal of Applied Research employee engagement through a wide literature survey and to find the strength of the relationship between employee engagement and employee performance. She concluded that enhancing the working environment in all its aspects including physical and emotional environment, effective leadership, and co-worker relationships results in employees having a healthy engagement with their work, and there by his/her performance also increases.

**Conceptual Framework**

The research analyses the impact of employee engagement activities and organizational culture on the job satisfaction of employees. Therefore, employee engagement and work culture are considered independent variables and job satisfaction of employees as the dependent variables. The conceptual framework of the study is as follows

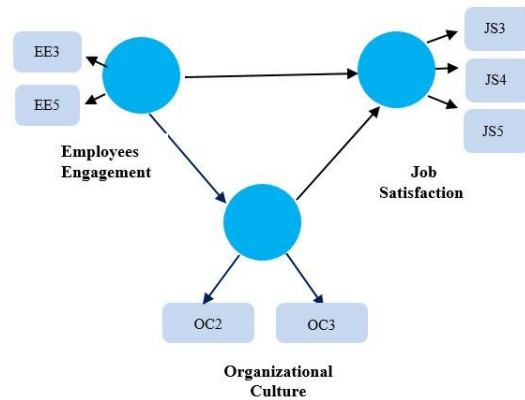


Figure 1: Conceptual Framework

**Research Objectives**

Based upon the above conceptual framework the research aims to achieve the following objectives

- To study the impact of employee engagement activities on organizational culture
- To study the impact of job culture on job satisfaction.
- To study the impact of employee engagement activities on job satisfaction of employees.

**Research Hypothesis**

The Hypothesis framed for the study are: -

- H0<sub>1</sub>- There is no significant impact of employee engagement activities on organizational culture.
- H0<sub>2</sub>- There is no significant impact of organizational culture on job satisfaction.
- H0<sub>3</sub>- There is no significant impact of employee engagement activities on the job satisfaction of employees.

**Research Methodology**

This pilot study aims to build the relationship between employee engagement activities and organizational culture and their individual and collective impact on the job satisfaction of employees. Descriptive research was applied to focus on the characteristics of the population under investigation. Using the snowball

sampling technique by an online questionnaire data was collected from 84 respondents who are associated with any registered organization. The survey consisted of four parts, and a Likert scale of five points was used for evaluating the results.

## RESULTS AND ANALYSIS

### Demographic Factors

Frequencies of Gender			
Gender	Counts	% of Total	Cumulative %
Female	52	61.9 %	61.9 %
Male	32	38.1 %	100.0 %
Frequencies of Age			
Age	Counts	% of Total	Cumulative %
18-30	58	69.0 %	69.0 %
31-50	19	22.6 %	91.7 %
51 and above	7	8.3 %	100.0 %
Frequencies of Management Cadre			
Management cadre	Counts	% of Total	Cumulative %
Operation Level Management	22	26.2 %	66.7 %
Middle-level Management	34	40.5 %	40.5 %
Top-level Management	28	33.3 %	100.0 %

**Table no:1 Demographic Factors**

Source: Author's own calculation using Jamovi

This segment highlights the composition of the demographic profile of 84 respondents using the frequency and percentages. Demographic factors like age, gender, and management cadre were considered for 84 employees associated with any registered organization. The table expresses that the sample size of female respondents was 61.9% (52 respondents) and male respondents were composed of 38.1% (32 respondents). The age composition of respondents as shown in table 1 indicates that from the age group of

18-30 were highest covering 69% (58 respondents), followed by the age group of 31-50, 22.6% (19 respondents), and age group of 51 and above being lowest having 8.3% (& respondents). Considering the management cadre of respondents 26.2% belonged to operational level management 40.5% were from middle-level management and 33.3% were composed of top-level management. The research considered all management cadre

### Results of Reliability

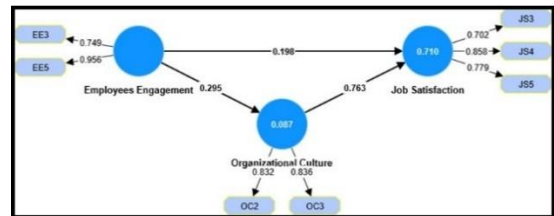


Figure 2: Measurement Model

	Composite reliability	The average variance extracted (AVE)
Employees Engagement	0.847	0.738
Job Satisfaction	0.824	0.612
Organizational Culture	0.820	0.695

Source: Authors own calculation using smart pls 4

**Table No.2: Results of Average Variance Extracted and Composite Reliability**

The results indicated that the base model is acceptable as, in the majority of cases, the results exceeded the minimum required threshold, with results of Composite Reliability (Construct Reliability) (Fornell and Lacker, 1981) is more than the threshold value of 0.70. The average Variance Extracted (AVE) for each construct also exceeded the required threshold of 0.50. Moreover, the factor loadings (figure 2) of all indicator items are also more than the recommended threshold of 0.70, indicating that the research instrument has sufficient convergent validity

	Employees Engagement	Job Satisfaction	Organizational Culture
Employees Engagement	<b>0.859</b>		
Job Satisfaction	0.422	<b>0.882</b>	
Organizational Culture	0.295	0.821	<b>0.834</b>

**Table No.3 Discriminant Validity**

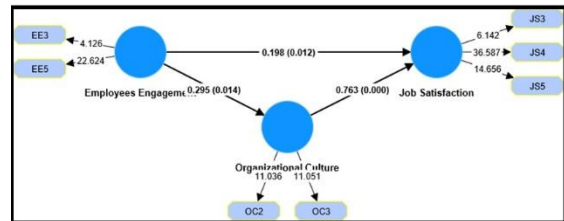
Source: Author's Own Work

Notes: Figures in bold represents the Square Root of Average Variance Extracted (AVE) and signifies discriminant validity (Fornell and Lacker, 1981). Other figures are correlation coefficients. Table 3 indicates that the discriminant validity has been achieved as all crossed-construct correlations are lower than the square root of the AVE (Average Variance Extracted).

### Analysis of Structural Model

In order to test the hypotheses, structural equation modeling was employed and the results are shown in Table No. 4 and figure no 3

**Figure No.3 Result of Structural Model**



Hypotheses	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ( O /STDEV)	P values	Supported
H01- There is no significant impact of employee engagement activities on organizational culture	0.198	0.202	0.078	2.518	0.012	No
H02- There is no significant impact of organizational culture on job satisfaction.	0.295	0.322	0.120	2.449	0.014	No
H03- There is no significant impact of employee engagement activities on the job satisfaction of employees	0.763	0.766	0.043	17.886	0.000	No

**Table No. 4: Hypotheses Testing Result of the Structural Model**

Source: Authors own calculation using smart pls 4

### Conclusion

Table no 4 indicates that the hypotheses' have p-values less than 0.05, indicating a significant positive impact of employee engagement, and organizational work culture on job satisfaction. The impact of work culture is more significant as compared to Employee engagement affects 19.8% directly but it affects 29.5% of organizational culture and both collectively impact 76.3% of job satisfaction of employees.

Hence organizations should work on building attractive employee engagement activities enhancing a good organizational culture and providing more job satisfaction that would yield high productivity, more belongingness, and less of a retention rate.

### Limitations and Further Study

Based on the study's purpose, the study examined the link between the dependent variables (job satisfaction) and the independent factors (employee engagement, organizational work culture). In practice, numerous other factors besides these two independent variables might impact work satisfaction, and the results would most likely to differ from those found in this study. Eventually, the outcomes provided by those components other than these variable elements may have greater potential and value for job satisfaction. **Therefore further studies can be conducted considering those variables an**



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