

Impact of Employee Engagement on Job Satisfaction of It Employees

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Abstract:

IT sector is among the most competitive and dynamic industries among which employee retention and satisfaction are critical challenges considering the heavy workload, strict deadlines, and fast-growing technology. This paper examines how involvement of employees affects job satisfaction among the IT professionals in Coimbatore, India. The study will aim to understand the relationship between job involvement, motivation and emotional commitment and the overall levels of satisfaction of the workers. Primary data was collected through the application of a structured questionnaire on 200 IT experts, and basic linear regression was applied to interpret the results. It was found that the work satisfaction and the employee engagement were positively correlated with a high degree of correlation ($b = 0.68$, $p < 0.001$) indicating that engagement is a significant predictor of satisfaction. The model established that motivated, fulfilled and loyal people are more inclined to be engaged, and results in a 46.2% of the variance in job satisfaction. In the results, career advancement, autonomy, and recognition are all possibilities that enhance involvement, which increases satisfaction. The paper highlights the importance of keeping the employees interested not only as a human resource task but also as a strategic need to keep the employees retained, organization and morale in the cutthroat information technology sector.

Keywords: Employee Engagement, Job Satisfaction, IT Industry, IT Professionals, Flexible work

1. Introduction

The IT sector is characterized by rapid innovation, high performance demands, and change of the organization very frequently. The productivity and the reduction of attrition in such a dynamic working environment are impossible without the satisfaction of the employees. Job satisfaction is the level of satisfaction and happiness of the workers in their jobs. One of the significant antecedents of job satisfaction is employee engagement that is defined as the emotional and mental commitment of an employee to his work and organization (Schaufeli and Bakker, 2004).

Engaged employees have high chances of being passionate, vigorous, and supportive of the firm goals. As previously researched, there is a higher possibility of satisfied workers who are motivated to raise their output, reduce absenteeism, and organization loyalty (Harter et al., 2002). Nevertheless, understanding this relationship will be of utmost significance in the Indian IT environment where stress and attrition is the order of the day. To provide HR professionals with organizational leaders with the information that will be useful, this study will employ simple statistical tools to examine the correlation between employee engagement and job satisfaction.

2. Literature Review

2.1 Employee Engagement

The level of commitment, intensity of emotions and attachment that employees feel towards their work and the organization is known as employee engagement. According to Schaufeli and Bakker (2004) the nature of engagement that includes vigor, devotion, and absorption are the features of engagement that give a holistic reflection on the psychological presence of an employee at work. The positive effect of employee engagement on organization performance and success is that engaged employees are jovial, tenacious and enthusiastic about their work. Bakker and Albrecht (2021) also state that engagement is a motivating factor, which leads to commitment, creativity, and teamwork. The IT industry requires productivity and retention based on maintaining engagement due to heavy workloads and innovation (Kumar and Mathimaran, 2017).

2.2 Job Satisfaction

Job satisfaction is a favourable emotional response that is a result of an individual evaluation on their work or work experiences (Locke, 1976). It encompasses satisfaction with pay, promotion, working conditions and relations with others. The findings of Mahalakshmi and Ramesh (2023) revealed that the aspects of career advancement and promotion, fair treatment, and recognition are important in the determination of employee satisfaction in the IT industry. When work satisfaction is high, employee morale is increased, absenteeism is reduced, and turnover is reduced. The Two-Factor Theory (1959) developed by Herzberg states that the external rewards such as remuneration or job security are not so significant in influencing happiness in comparison with intrinsic motivation such as performance or recognition.

2.3 Relationship Between Engagement and Satisfaction

Several research found satisfaction and engagement to be highly correlated. Identifying that engagement is a precondition to contentment, Saks (2022) emphasized the fact that motivated employees must be able to discover meaning and satisfaction in their job. Similarly, Joshi and Nair (2023) found that the engagement programs involve open communication, flexible work schedules, and appreciation of employees significantly increases the satisfaction ratings in the Indian IT companies. The Job Demands-Resources (JD-R) model created by Bakker and Demerouti (2018) suggests that engaged and satisfied employees are those who think that they possess sufficient resources, including autonomy and managerial support. Pandey and Tripathi (2024) believe that motivated IT workers are more satisfied since they believe that they belong to the organization and have a reason to work in it. Furthermore, the research conducted by Singh and Mehta (2023) observed that an improved work environment, learning, and teamwork are all factors that can help an individual feel happier when they are involved. Companies which invest in engagement strategies, including career development, health programs and recognition programs, tend to experience higher employee satisfaction and reduced turnover.

3. Research Objective

- To analyse the impact of Employee Engagement on Job Satisfaction of the employees.

4. Research Methodology

4.1 Data Collection

Primary data were collected using a well-structured questionnaire distributed online to IT professionals in Coimbatore. A total of 200 valid responses were obtained using convenience sampling.

4.2 Measurement Instruments

This study research employed Utrecht Work Engagement Scale (UWES-9) to determine the engagement of the employees (2004). The three major areas of the engagement that this scale is measuring that are vigor, devotion and absorption are a combination that can show how excited, engaged, and committed an employee is to his/her work. Job satisfaction was on the contrary measured based on a 10 item scale formulated on the concept of Job Descriptive Index (JDI). The actual work, pay, growth opportunities, supervision, and relationship with the colleagues are some of the areas that JDI measures in order to establish job satisfaction. The tools that are familiar and known to be valid and reliable in the organizational research were applied to assure the correct assessment of the worker happiness rates and engagement rates in the IT industry.

4.3 Statistical Tools Used

Two statistical methods namely Simple Linear Regression Analysis and Simple Percentage Analysis were used to analyze the data collected. The description of the demographic data of the respondents was employed with the help of Simple Percentage Analysis according to the age, gender, education, work function, and experience and income level. This gave a ground to do more research and be aware of the makeup of the IT workforce. Subsequently, the Simple Linear regression Analysis has been employed to identify the correlation between Job Satisfaction (dependent variable) and Employee Engagement (independent variable). This approach helped in establishing the degree to which the differences in employee involvement affected the degree of job satisfaction amongst employees of Coimbatore IT professionals.

5. Results and Discussion

Table 1: Demographic Profile

Category	Subgroup	Number of Respondents	Percentage (%)
Age	Up to 20 years	30	15
	21 to 30 years	110	55
	31 to 40 years	40	20
	Above 40 years	20	10
	Total	200	100
Gender	Male	120	60
	Female	80	40
	Total	200	100
Education	Undergraduate	90	45
	Postgraduate	108	54
	Others	2	1
	Total	200	100
Experience	Up to 2 years	100	50
	2 to 5 years	60	30
	5 to 7 years	30	15
	Above 7 years	10	5
	Total	200	100
Job Role	Developer	80	40
	Analyst	50	25
	Support Staff	40	20
	Others	30	15

	Total	200	100
Organization	Infosys	50	25
	Wipro	40	20
	TCS	60	30
	IBM	30	15
	Others	20	10
	Total	200	100
Annual Income	Up to ₹2 lakhs	60	30
	₹2 to ₹5 lakhs	80	40
	₹5 to ₹7 lakhs	40	20
	Above ₹7 lakhs	20	10
	Total	200	100

The table above on to the demographic profile of the 200 IT professionals polled in Coimbatore, the workforce is mostly young and in their early career, with half of the polled having less than two years experience, and half of the polled being in the age group of between 21 and 30. This means that the majority of them are still in their initial stages of their careers and therefore they are more receptive to company culture and engagement programmes. The gender distribution is moderately skewed with 60 percent of the respondents being men and 40 percent being women, indicating that there is still the need to ensure that gender diversity in the IT sector is encouraged. The workforce is also well educated with 45% of them having undergraduate degrees, and 54% having postgraduate degrees, which is a good foundation in terms of skill development and career progression. The sample is skewed towards developers (40 percent) and analysts (25 percent), with support staff (20 percent) and other (15 percent) right behind, which demonstrates the concentration on basic technical duties. The diverse organizational representation is comprised of employees working in the leading companies such as TCS (30%), Infosys (25%), Wipro (20%), and IBM (15%) and others (10%), which ensures the broad perspective of working procedures. By their income levels, 70 percent of the respondents earn less than [?]⁵ lakhs a year with 30 percent earning up to [?]² lakhs. This implies that most of them are in low to middle positions where monetary factors such as recognition and involvement play significant roles in job satisfaction. The demographic composition, in general, provides a highly promising platform to analyze the relation between employee engagement and job happiness, especially in young people who are only beginning a career in the IT sector.

5.2 Regression Analysis

A simple linear regression was conducted with Job Satisfaction as the dependent variable and Employee Engagement as the independent variable.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680a	0.462	0.458	0.67284

Table 3: ANOVA^a

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	108.438	1	108.438	170.3	.000 ^b
Residual	126.906	198	0.641		
Total	235.344	199			

Table 4: Coefficients^a

Model	Unstandardized Coefficients	Std. Error	Standardized Coefficients (Beta)	t	Sig.
(Constant)	1.12	0.21		5.33	.000
Employee Engagement	0.68	0.052	0.68	13.05	.000

Job Satisfaction was the dependent variable and Employee Engagement was the independent variable in the simple linear regression. The regression analysis done to establish the relationship between Engagement and Satisfaction among IT professionals shows that the relationship between them is statistically significant and relevant. The summary of the model presents correlation coefficient (R) of 0.680, which is a strong positive relationship between the two variables, as shown in Table 2. The R square value is 0.462, which explains that employee involvement in itself explains approximately 46.2 percent of the variation in job satisfaction. Reliability of the model is also verified by the corrected R square of 0.458 which puts into consideration sample size and number of predictors. The standard error of the estimate of 0.67284 shows that the model fits the data fairly well with a rather small margin of the prediction error.

Table 3 displays the results of the ANOVA that also confirm the applicability of the model. The fact that the regression sums of squares (108.438) and the residual sum (126.906) differ by a large margin shows that employee involvement explains much of the difference in job satisfaction. The statistical relevance of the regression model is proven by the value of F 170.3 and the corresponding p-value of .000, which implies that employee engagement is a valid predictor of work satisfaction and is not the result of chance.

Table 4 demonstrates the coefficients of the regression model. The 1.12 constant (intercept) value depicts the level of job satisfaction when employees are not involved. The coefficient of employee engagement is not standardized, and therefore with a unit increase in employee engagement, the job satisfaction increases by 0.68 units. The standardized beta coefficient is also another factor that supports the strength of this relationship and is also 0.68. The t-value is extremely high at 13.05 and the significance level is at .000 showing employee engagement to be a very significant predictor of job satisfaction.

Summing up, the regression study provides strong evidence that employee engagement is an important factor that can contribute to job satisfaction of IT professionals. Companies that need to enhance employee morale, retention and performance should give the engagement tactics such as career development, autonomy and recognition the first priority. By fostering an engaged culture, IT companies can potentially boost employee satisfaction to an enormous degree and create a more committed and efficient team.

6. Findings and Discussions

The aim of the this research was to examine the connection between job satisfaction and employee engagement of Coimbatore IT professionals. The regression findings show that employee engagement has a certain and crucial impact on work satisfaction ($b = 0.684$, $p < 0.001$). This indicates that the more the employees are engaged, the more job satisfaction, workplace satisfaction, and organizational culture.

The research has found that motivated workers are more emotionally engaged in their work, more enthusiastic and have a feeling that they have a purpose in their work. Collectively, they increase their degree of satisfaction with the internal and external aspects of their jobs. Besides expressing more positive feelings about their workplace, employees who feel valued, motivated, and recognized will also have fewer burnout and turnover intentions.

The results also reveal that employee engagement leads to personal fulfillment in terms of providing motivation. The involvement provides workers with the psychological energy and power to overcome challenges within the IT industry where tasks are often strenuous and time limits are often tight.

Also, the results underpin previous reports by Joshi and Nair (2023) and Saks (2022) as they indicate that engaged employees possess more favorable levels of loyalty and job satisfaction. The outcome of the this study give the concept of engagement-based workplaces credibility in the fact that stable and satisfied workforces are the outcomes of such workplaces. Long-term employee satisfaction is more likely to be experienced within the IT firm in case it promotes employees involvement through open communication, fair evaluation process and training as well as balancing work and life.

The findings indicate the importance of engagement being formulated as long-term plan rather than a short-term affair in managerial perspective. Leaders who encourage engagement, provide continuous feedback and recognition can significantly increase the degree of satisfaction and involvement. Ensuring that performance is always high is essential to keep talents and ensure performance in the competitive IT sector of Coimbatore where talented employees can choose between various opportunities in their careers.

The research ends with a sound empirical relationship between employee engagement and work satisfaction. Both human and organizational well-being rely on employee engagement since it has been observed that engaged employees are not only more productive, but also happier.

7. Limitations and Future Scope

Although the investigation at hand offers useful information regarding the affinity between job satisfaction and employee engagement as far as Coimbatore IT professionals are concerned, it is also marred with limitations. Coimbatore-based IT companies were the study sample and thus restricted the scope of the findings to other regions or industries with a unique organizational culture and work environment. To compare the results and draw a conclusion, it may be possible to extend the scope of the future research to people in other locations or within other industries. Also, whereas engagement and satisfaction are dynamic phenomena which can change depending on individual experience or employee-related policies, the transverse nature of the study captures the impressions of the employees at a specific time. Thus, another limitation is that longitudinal research can provide a more accurate insight into the impact of engagement on satisfaction during

a specific period of time, because the self-reported information is subject to bias and social desirability. To enhance validity, the works of numerous sources could be considered in the future, e.g., qualitative interviews or supervisor ratings. Moreover, the present research has only examined engagement as a predictor of satisfaction as well as there may be other studies that may examine other pertinent variables as moderators or mediators, including work-life balance, organizational culture, leadership style, or emotional intelligence. One could also be able to establish the difference in relationship between involvement and satisfaction in different work conditions by carrying comparative study across industries. Future research on this subject would help us understand how engagement strategies could enhance the corporate performance and worker satisfaction in the fast evolving IT sector.

8. Conclusion

The study concludes by finding out that employee involvement is a key to enhancing job satisfaction of the IT professionals in Coimbatore. The findings clearly demonstrate that workers are better satisfied with their duties, work relations and organizational climate when they are emotionally engaged, motivated, and intrigued with their job. The increased enthusiasm, better loyalty, and enhanced adaptability are some of the features of engaged employees that make the working environment better and increase the organization outcomes. Promotion of engagement in form of supportive leadership, recognition programs, skill development, and work-life balance efforts can significantly boost levels of job satisfaction among the IT firms faced with such problems as high attrition and job related stress. Conclusively, this research highlights the fact that engagement is not just a human resource practice but a strategic requirement that fosters satisfaction, retention and long term sustainability of organizations in the competitive IT industry.

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