

A study of impact of select Employee Engagement drivers via Job Satisfaction

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Abstract

Employee Engagement (EE) drivers play a vital role in engaging employees. A lot of study has been done on EE. However, there is a need to study impact of select drivers on EE via Job Satisfaction (JS). Also there is need to understand if Age, Gender and Work Experience moderates relationship between these drivers and EE. In this research paper relationship between select EE drivers (Communication, Role Clarity, Feedback, Fair Treatment) via JS is studied. A sample of 71 respondents from IT & ITeS companies in across Maharashtra was collected with the help of questionnaires from 9 November 2020 to 18 January 2021. Statistical analysis is done using Structural Equation Modeling (SEM) - AMOS - IBM's SPSS 21. The result confirms the impact of select drivers on EE via JS. The result also shows that age, gender, total work experience moderates relationship between the select drivers & EE. This study is an exclusive outcome of pilot study. Further for the final Ph. D. study, researcher is going to investigate the impact of select drivers on EE via JS with the help of larger sample.

Keywords : Communication, Employee Engagement, Fair Treatment, Feedback, Job Satisfaction, Role Clarity

Introduction

The main focus of this research is to study the impact of employee engagement drivers such as Communication, Feedback, Fair Treatment, Role Clarity via job satisfaction.

Employee engagement and job satisfaction has a positive relationship (Anton Vorina, 2017). There is a positive correlation between job satisfaction and productivity (Harter, Schmidt, & Hayes, 2002). Low engagement and job satisfaction can contribute to multiple organizational problems and have been associated with increased levels of turnover and absenteeism, adding potential costs to the organization in terms of low performance and decreased productivity (SHRM, 2012). Existing Literature shows the relationship between select drivers i.e. communication, fair treatment, feedback, role clarity and job satisfaction (Mosammod & Kabir, 2011)(SHRM, 2012), (Onuoha, Ogunjinmi, & Owodunni, 2016). The literature also shows the relationship between the above drivers and employee engagement (Johnston, 2019), (SHRM, 2012). However, researcher could not find any literature available which shows the relationship between the drivers and employee engagement via job satisfaction as a key driver.

The literature shows the relationship between employee engagement with various drivers in different Employee Engagement models (Dr.Gladstone & Vinod, 2018).

Figure 1.1 The Aon Hewitt Employee Engagement Model (2015)



Figure 1.2 IES Model of Engagement (2003)

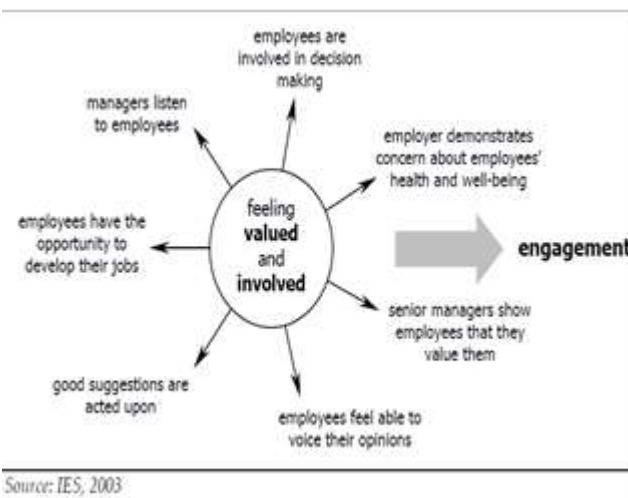


Figure 1.3 Robinson Model of Employee Engagement (2004)

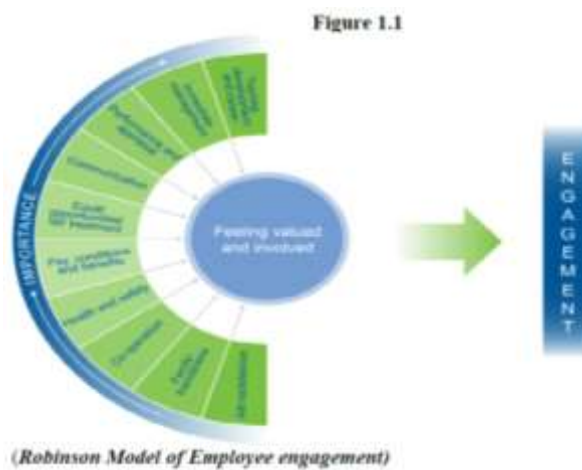


Figure 1.4 Penna's Model of Employee Engagement (2007)



Source: Bhatia (2011)

Figure 1.5 Zinger Model of Employee Engagement (2009)



After studying existing literature researcher wanted to find out the relation of the select drivers such as Communication, Role Clarity, Feedback, and Fair Treatment with employee engagement via JS. The conceptual model is developed to understand the relation in detail which is as below.

Figure 1.6 Diagram indicating existing Literature review – Drivers impact on EE

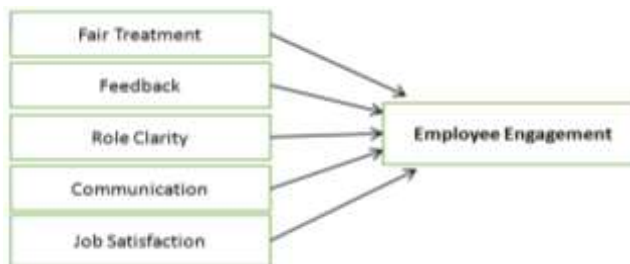
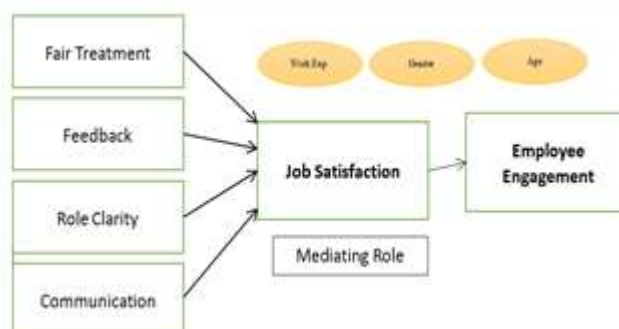


Figure 1.7 Conceptual Model



NEED OF THE STUDY

Employee Engagement (EE) has always gained a lot of importance in the corporate world. EE Drivers play a vital role in engaging employees in a systematic way so as to get the positive result for overall growth of not only organization but also for employees. A lot of study has already been done on impact of certain drivers on Employee Engagement.

However, there is a need to study the impact of select drivers such as communication, fair treatment, feedback, role clarity on EE via job satisfaction as the available literature show the relationship between the drivers & EE or JS, not literature is showing the relationship of these drivers with EE via JS, also researcher is curious to identify amongst the above driver which driver plays vital role and has high impact on employee engagement in IT and ITeS companies in the state of Maharashtra. Further, it will be a need of an hour to understand if Age, Gender and work Experience moderates relationship between these drivers and EE.

OBJECTIVE

- To find out impact of select drivers on Employee Engagement
- To find out whether Job Satisfaction mediate relationship between select drivers and Employee Engagement
- To find out the driver, which has high impact on Employee Engagement
- To find out whether Age, Gender, work Experience moderates relationship between the select drivers and EE.

2.2 HYPOTHESES

Based upon the conceptual Employee Engagement (EE) model, the researcher aims to validate following hypotheses.

H1. There is an impact of select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) on Employee Engagement

Sub Hypothesis:

Fair Treatment is a significant predictor of EE

Feedback is a significant predictor of EE

Role Clarity is a significant predictor of EE

Communication is a significant predictor of EE

Job Satisfaction is a significant predictor of EE

H2. Job Satisfaction mediates relationship between the select drivers (Communication, Fair Treatment, Feedback, Role Clarity) & Employee Engagement

Sub Hypothesis:

Fair Treatment is a significant predictor of Job Satisfaction

Feedback is a significant predictor of Job Satisfaction

Role Clarity is a significant predictor of Job Satisfaction

Communication is a significant predictor of Job Satisfaction

A study of impact of select Employee Engagement drivers via Job Satisfaction

H3. Age moderates relationship between the select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement

Sub Hypothesis:

Age moderates relationship between Fair Treatment & EE

Age moderates relationship between Feedback & EE

Age moderates relationship between Role Clarity & EE

Age moderates relationship between Communication & EE

Age moderates relationship between Job Satisfaction & EE

H4. Gender moderates relationship between the select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement

Sub Hypothesis:

Gender moderates relationship between Fair Treatment & EE

Gender moderates relationship between Feedback & EE

Gender moderates relationship between Role Clarity & EE

Gender moderates relationship between Communication & EE

Gender moderates relationship between Job Satisfaction & EE

H5. Work Experience moderates relationship between the select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement

Sub Hypothesis:

Work Experience moderates relationship between Fair Treatment & EE

Work Experience moderates relationship between Feedback & EE

Work Experience moderates relationship between Role Clarity & EE

Work Experience moderates relationship between Communication & EE

Work Experience moderates relationship between Job Satisfaction & EE

H6. One of these drivers (Communication, Fair Treatment, Feedback, Role Clarity) has high impact on Employee Engagement

Sub Hypothesis:

Fair Treatment construct has high impact on EE

Feedback construct has high impact on EE

Role Clarity construct has high impact on EE

Communication construct has high impact on EE

2.3 SCOPE OF THE STUDY

Employee Engagement Drivers: Communication, Fair Treatment, Feedback, Role Clarity & Job Satisfaction

Industry: IT & ITeS

Geography: The state of Maharashtra

LITERATURE REVIEW

Employee Engagement: There is a wide unanimity among scholars that the concept of employee engagement was first coined by (Kahn, 1990) in his article. The organization is made up of individuals with different characteristics. An employee who feels involved, committed, passionate, and empowered is an engaged employee, who demonstrates those feelings in his work behavior (Edward & Manuel, 2010).

Employee engagement and job satisfaction has a positive relationship (Anton Vorina, 2017). The literature shows the positive relationship between the select drivers i.e. communication, fair treatment, feedback, role clarity and employee engagement (Johnston, 2019), (SHRM, 2012).

The study shows the relationship between employee engagement with various drivers in different Employee Engagement models (Dr.Gladstone & Vinod, 2018).

Communication: The study found that the organization's symmetrical internal communication efforts contribute greatly toward a higher level of employee engagement (Minjeong & Minjung, 2017). A study shows that employee engagement mediated the relationship between employee communication, clear career growth opportunities, employees' pride in their organization (Ahmad & Mohammad, 2015).

Satisfied employees find that a vital part of their work is communication (Syallow, Mberia, & Bosire, 2017).

Employee engagement significantly mediated the effects of symmetrical internal communication (Minjeong & Minjung, 2017). This indicates that engagement is a key concept that companies should nurture by emphasizing quality communication practice (Minjeong & Minjung, 2017).

Fair Treatment: Based on the study results it has been seen that fairness is one of the key factors affecting pharmaceuticals companies' employees' job satisfaction (Mosammod & Kabir, 2011). Fairness plays important role as moderating catalyst for the relationship between Supervisor Support and Job Satisfaction (Qureshi & Abhamid, 2017)

The study reveals that fairness does impact job satisfaction positively as well as negatively because it directly affects engagement (Arboleda & Bekic, 2016). In study it has been seen that fairness can increase employee job satisfaction (Mosammod & Kabir, 2011).

Fairness has a positive impact on employee engagement (Berry, 2010)

Feedback: Job Characteristics Model developed by Hackman and Oldham (1975, 1980) as a theoretical framework states that feedback is one of the core job characteristics associated with good personal and work outcome. Feedback plays an important role in employee engagement (Vasey, 2010)

The study by Syukrina & Noor can be concluded that the five dimensions of the job characteristics model contribute most to job satisfaction (Syukrina & Noor, 2014). Feedback influences how employees feel about their place of employment resulting in job satisfaction (BusinessAssignmentWritingService, 2020)

Role Clarity:

A study by Onuoha, Ogunjinmi, & Owodunni revealed role clarity have significant relationship with job satisfaction (Onuoha, Ogunjinmi, & Owodunni, 2016).

An article by Nicole Klemp highlighted importance of role clarity by stating that helping employees achieve this level of role clarity will help them be more productive and will make a lasting impact on engagement (Klemp, 2020).

Role clarity plays significant role in job satisfaction (Linda, Richard, & Rikke, 2016).

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Job Satisfaction: The higher the job satisfaction higher the higher the employee engagement (Yasir, 2014). Job satisfaction also have highly significant positive relationship with employee engagement (Yasir, 2014).

Correlation results in the one of the studies showed that Job satisfaction and Employee engagement are related. Job satisfaction is regarded as driver to employee engagement (Abraham, 2012). Job satisfaction serve as significant employee engagement predictors, aspects of job satisfaction which contribute to employee engagement remain diverse across population (Elvita , Ramadhani, & Muhammad , 2017)

RESEARCH METHODOLOGY

For this research, author used quantitative research method with descriptive & analytical research design. Deductive research approached was adopted with cross sectional time dimension. Simple random sampling method was used for primary data.

The data analysis was done using following tools & tests.

Statistical tools used:

Analysis of a Moment Structures (AMOS) module in Statistical Package for the Social Sciences (SPSS) Version 21

Statistical tests applied:

Reliability Testing – Cronbach’s Alpha

Validity Testing – Factor loading (Construct Validity - Conversant Validity), Average Variance Extracted (AVE)

Model Testing – Measurement Model (Confirmatory Factor Analysis) in Structural Equation Modeling (SEM)

Hypotheses Testing – Path Analysis

DATA COLLECTION

The study is conducted to test the reliability & validity of the questionnaire designed. Questionnaire were distributed to employees in IT & ITeS companies via HR personnel & through direct approach. The questionnaire has 52 questions. Researcher has distributed questionnaire to 90 employees, out of which 71 responses were received and all were with complete required information. The required information was kept mandatory to fill; the only field was kept optional was employee name & company name.

Table 5.1 Drivers/Constructs & Item Quantity for the Questionnaire

Sr.	Driver/Construct	Item
1	Communication	06
2	Fair Treatment	06
3	Feedback	06
4	Role Clarity	06
5	Job Satisfaction	06
6	Employee	22

Primary data collected through structured questionnaire with five points Likert’s Scale statements and multiple choice details related to demographic factors and organizational factors.

Demographic variables that were measured from the respondents were as follows: Age, Total Experience, Gender, Designation Level, and Organization sector.

Figure 5.1 Demographic wise respondents

Demographic factors	Group / Category	No of Respondents	%
Age group	18 to 25	3	4%
	26 to 35	42	59%
	36 to 45	22	31%
	46 & above	4	6%
Total Experience	0 to 5	6	8%
	6 to 10	28	39%
	11 to 15	21	30%
	15 & above	16	23%
Gender	Male	46	65%
	Female	25	35%
Designation Level	Entry Level / Trainee	4	6%
	Middle Management	60	85%
	Senior Management	4	6%
	Top Management	3	4%

The above table shows the number of respondents by demographics for this study. Based on the findings, it appears that respondents in age group between 26 to 35 years are higher (59%) than other age groups. In Total work experience, group of 6 to 10 years has higher (39%) respondent than other groups. In gender, male respondents are higher (65%) than the female respondents. Middle management category has higher respondents (85%) than the other category in Designation level.

DATA ANALYSIS & INTERPRETATION

Reliability: Reliability is the ability of the scale to produce consistent results. It is the extent to which an instrument measuring construct/variable is trust worthy. Reliability is confirmed using Cronbach's alpha. Cronbach's alpha is the most popular technique to ascertain a reliability of the scale. It's a measure of internal consistency amongst a set of items measuring an underlined construct. Cronbach's alpha will range between 0 and 1. Values above 0.7 indicate reliability

Table 6.1 Reliability Results

Construct	No of Items	Cronbach's Alpha Value	Result
Communication	6	0.922	Supporte
Fair treatment	6	0.907	Supporte
Feedback	6	0.937	Supporte
Job Satisfaction	6	0.882	Supporte
Role clarity	6	0.923	Supporte
Employee engagement	22	0.966	Supporte d

Validity: Validity is the ability of the scale to measure what it is supposed to measure. It is extent to which a measurement instrument is able to produce accurate results. Validity for a construct is the extent to which the items of a construct are able to define and explain the underlined construct. Validity is confirmed using factor loadings and average variance extracted (AVE).

Factor loadings are important indicators of construct validity. Factor loadings that are significant with loadings above 0.5 indicate construct validity. Average variance extracted (AVE) measures the aggregate role of indicators in defining the underlined construct. As a rule of thumb, AVE of 0.5 and above suggests adequate conversions

Table 6.2 Validity: Communication

Items	Factor loadings	Loadings square	AVE
C	0.63	0.3969	0.6414
C	0.93	0.8649	
C	0.89	0.7921	
C	0.79	0.6241	
C	0.76	0.5776	
C	0.77	0.5929	

From the above table it is seen that all factor loadings are above 0.5 hence the 6 indicators are defining communication. Average variance extracted is 0.6414. Hence validity for communication is supported.

Table 6.3 Validity: Fair Treatment

Items	Factor loadings	Loadings square	AVE
FT1	0.75	0.5625	0.6223
FT2	0.82	0.6724	
FT3	0.75	0.5625	
FT4	0.80	0.6400	
FT5	0.79	0.6241	
FT6	0.82	0.6724	

From the above table it is seen that all factor loadings are above 0.5 hence the 6 indicators are defining fair treatment. Average variance extracted is 0.6223. Hence validity for fair treatment is supported.

Table 6.4 Validity: Feedback

Items	Factor loadings	Loadings square	AVE
FB1	0.69	0.4761	0.6648
FB2	0.86	0.7396	
FB3	0.67	0.4489	
FB4	0.88	0.7744	
FB5	0.90	0.8100	
FB6	0.86	0.7396	

From the above table it is seen that all factor loadings are above 0.5 hence the 6 indicators are defining feedback. Average variance extracted is 0.6648. Hence validity for feedback is supported.

Table 6.5 Validity: Role Clarity

Items	Factor loadings	Loadings square	AVE
RC1	0.69	0.4761	0.6754
RC2	0.92	0.8464	
RC3	0.89	0.7921	
RC4	0.81	0.6561	
RC5	0.77	0.5929	
RC6	0.83	0.6889	

From the above table it is seen that all factor loadings are above 0.5 hence the 6 indicators are defining role clarity. Average variance extracted is 0.6754. Hence validity for role clarity is supported.

Table 6.6 Validity: Job Satisfaction

Items	Factor loadings	Loadings square	AVE
JS1	0.85	0.7225	0.5621
JS2	0.56	0.3136	
JS3	0.82	0.6724	
JS4	0.60	0.3600	
JS5	0.69	0.4761	
JS6	0.91	0.8281	

From the above table it is seen that all factor loadings are above 0.5 hence the 6 indicators are defining job satisfaction. Average variance extracted is 0.5621. Hence validity for job satisfaction is supported.

Table 6.7 Validity: Employee Engagement

Items	Factor loadings	Loadings square	AVE
EE1	0.8	0.64	0.5656
EE2	0.8	0.64	
EE3	0.64	0.4096	
EE4	0.59	0.3481	
EE5	0.72	0.5184	
EE6	0.85	0.7225	
EE7	0.77	0.5929	
EE8	0.8	0.64	
EE9	0.82	0.6724	
EE10	0.79	0.6241	
EE11	0.87	0.7569	
E	0.77	0.592	
E	0.9	0.81	
E	0.88	0.774	
E	0.81	0.656	
E	0.65	0.422	
E	0.4	0.16	
E	0.82	0.672	
E	0.79	0.624	
E	0.67	0.448	
E	0.49	0.240	
E	0.69	0.476	

From the above table it is seen that all factor loadings are above 0.5 hence the 6 indicators are defining employee engagement. Average variance extracted is 0.5656. Hence validity for employee engagement is supported.

Employee Engagement Drivers’/Constructs’ Relationship Model-Path Model

One of the prime objectives of the study is to develop and validate drivers of EE model.

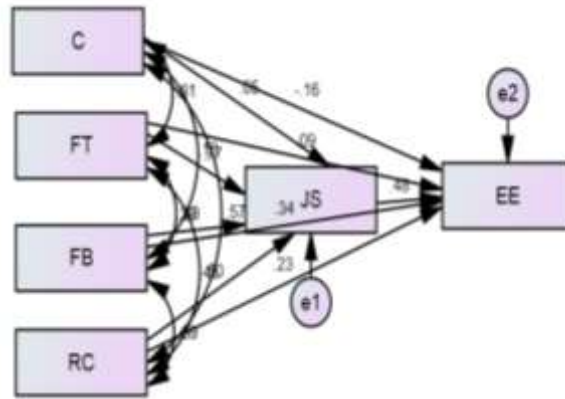


Figure 6.1 Theoretical Model

Path analysis is a form of multiple regression statistical analysis that is used to evaluate causal models by examining the relationships between a dependent variable and two or more independent variables. A single-headed arrow shows the cause for the independent, intermediate and dependent variable. A double-headed arrow shows the covariance between the two variables.

Table 6.8 Path Analysis Result

Dependent variable	Independent variable	Regression Weight	Standard Error	Critical Ratio	P	Result
JS	FT	0.10	0.09	1.10	0.27	Ns
JS	FB	0.28	0.12	2.36	0.01	Sig
JS	RC	0.40	0.09	4.39	***	Sig
JS	C	0.03	0.10	0.33	0.74	Ns
EE	FT	0.06	0.06	1.02	0.30	Ns
EE	FB	0.29	0.08	3.38	***	Sig
EE	RC	0.19	0.07	2.70	0.00	Sig
EE	C	-	0.07	-	0.12	Ns
EE	JS	0.44	0.08	5.36	***	Sig

‘P’ Values above 0.05 are not significant (ns) others are significant. P value * are less than 0.05. CR in between -1.96 and +1.96 are not significant, rest are significant -- ns = not significant, sig = significant**

Results as ‘sig’ indicate that the independent variable is a significant predictor of dependent variable and results as ‘ns’ indicate that the independent variable is not a significant predictor of dependent variable.

Hypotheses Testing interpretation from the above table

H1. There is an impact of select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) on Employee Engagement.

Sub Hypotheses – Fair Treatment is a significant predictor of Employee Engagement

Result-P value for independent variable fair treatment is 0.306, which is greater than 0.05, which interprets that Fair Treatment is not a significant predictor of Employee Engagement.

Sub Hypotheses – Feedback is a significant predictor of Employee Engagement

Result-P value for independent variable feedback is 0.000, which is less than 0.05, which interprets that Feedback is a significant predictor of Employee Engagement.

Sub Hypotheses – Role Clarity is a significant predictor of Employee Engagement

Result-P value for independent variable role clarity is 0.007, which is less than 0.05, which interprets that Role Clarity is a significant predictor of Employee Engagement.

Sub significant

Result-greater

predictor

Sub significant

H ₁ . There is an impact of select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) on EE		
Sub Hypothesis Statement	Test Applied	Result
-Fair Treatment is a significant predictor of EE	Path Analysis	Not Supported
-Feedback is a significant predictor of EE	Path Analysis	Supported
-Role Clarity is a significant predictor of EE	Path Analysis	Supported
-Communication is a significant predictor of EE	Path Analysis	Not Supported
-Job Satisfaction is a significant predictor of EE	Path Analysis	Supported

Hypotheses – Communication is a predictor of Employee Engagement

P value for independent variable communication is 0.127, which is less than 0.05, which interprets that Communication is not a significant predictor of Employee Engagement.

Hypotheses – Job Satisfaction is a predictor of Employee Engagement

Result-P value for independent variable job satisfaction is 0.000, which is less than 0.05, which interprets that Job Satisfaction is a significant predictor of Employee Engagement.

H ₁ . There is an impact of select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) on EE		
Sub Hypothesis Statement	Test Applied	Result
-Fair Treatment is a significant predictor of EE	Path Analysis	Not Supported
-Feedback is a significant predictor of EE	Path Analysis	Supported
-Role Clarity is a significant predictor of EE	Path Analysis	Supported
-Communication is a significant predictor of EE	Path Analysis	Not Supported
-Job Satisfaction is a significant predictor of EE	Path Analysis	Supported

Figure 6.2 H₁ Hypothesis Results

H2. Job Satisfaction mediates relationship between the select drivers (Communication, Fair Treatment, Feedback, Role Clarity) & Employee Engagement

Sub Hypotheses – Fair Treatment is a significant predictor of Job Satisfaction

Result-P value for independent variable fair treatment is 0.27, which is greater than 0.05, which interprets that Fair Treatment is not a significant predictor of Job Satisfaction.

Sub Hypotheses – Feedback is a significant predictor of Job Satisfaction

Result-P value for independent variable feedback is 0.018, which is less than 0.05, which interprets that Feedback is a significant predictor of Job Satisfaction.

Sub Hypotheses – Role Clarity is a significant predictor of Job Satisfaction

Result-P value for independent variable role clarity is 0.000, which is less than 0.05, which interprets that Role Clarity is a significant predictor of Job Satisfaction.

Sub Hypotheses – Communication is a significant predictor of Job Satisfaction

Result-P value for independent variable communication is 0.741, which is greater than 0.05, which interprets that Communication is not a significant predictor of Job Satisfaction.

A study of impact of select Employee Engagement drivers via Job Satisfaction

H₂. Job Satisfaction (JS) mediates relationship between the select drivers (Communication, Fair Treatment, Feedback, Role Clarity) & EE

Sub Hypothesis Statement	Test Applied	Result
-Fair Treatment is a significant predictor of JS	Path Analysis	Not Supported
-Feedback is a significant predictor of JS	Path Analysis	Supported
-Role Clarity is a significant predictor of JS	Path Analysis	Supported
-Communication is a significant predictor of JS	Path Analysis	Not Supported

Figure 6.3 H₂ Hypothesis Results

H3. Age moderates relationship between select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement.

Sub Hypotheses – Age moderates relationship between Communication & EE

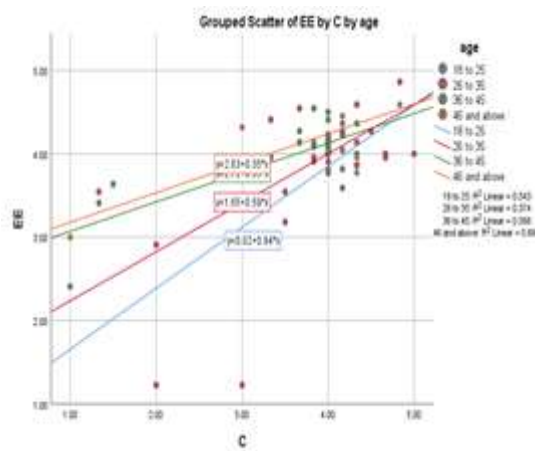


Figure 6.4 Result

The graph reveals that slope for all the 4 regression lines defers with age, also the R² values for age range defers. It is concluded that Age moderates relationship between Communication & EE

Sub Hypotheses – Age moderates relationship between Fair Treatment & EE

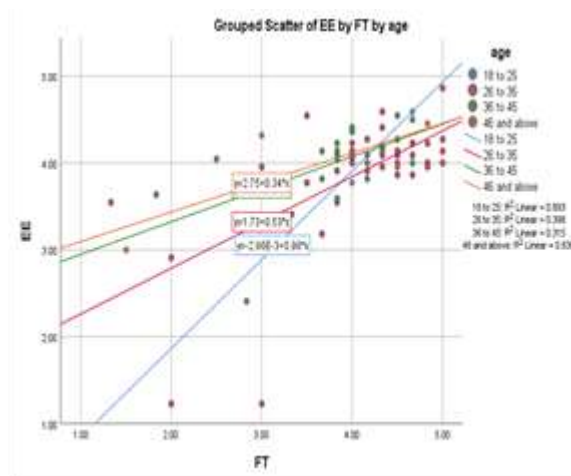


Figure 6.5 Result

The graph reveals that slope for all the 4 regression lines defers with age, also the R2 values for age range defers. It is concluded that Age moderates relationship between Fair Treatment & EE

Sub Hypotheses – Age moderates relationship between Feedback & EE

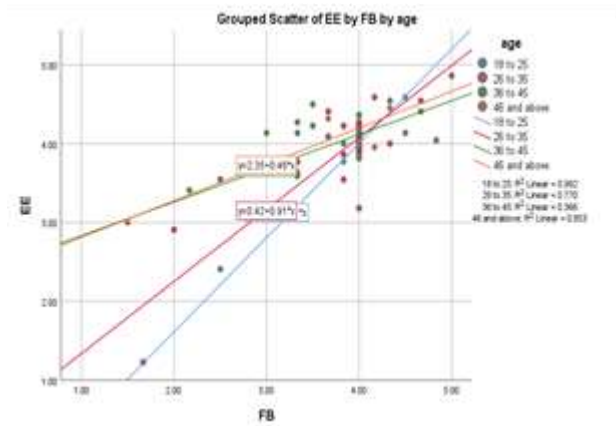


Figure 6.6 Result

The graph reveals that slope for all the 4 regression lines defers with age, also the R2 values for age range defers. It is concluded that Age moderates relationship between Feedback & EE

Sub Hypotheses – Age moderates relationship between Role Clarity & EE

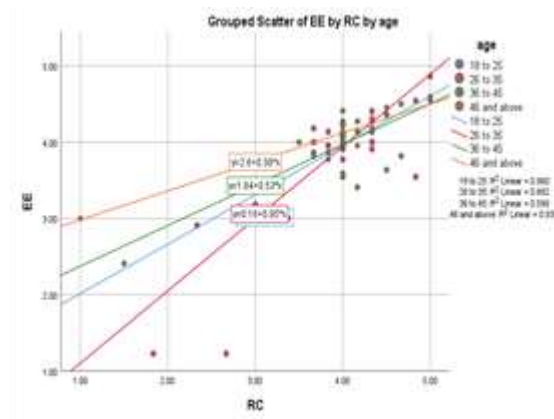


Figure 6.7 Result

The graph reveals that slope for all the 4 regression lines defers with age, also the R2 values for age range defers. It is concluded that Age moderates relationship between Role Clarity & EE

A study of impact of select Employee Engagement drivers via Job Satisfaction

Sub Hypotheses – Age moderates relationship between Job Satisfaction & EE

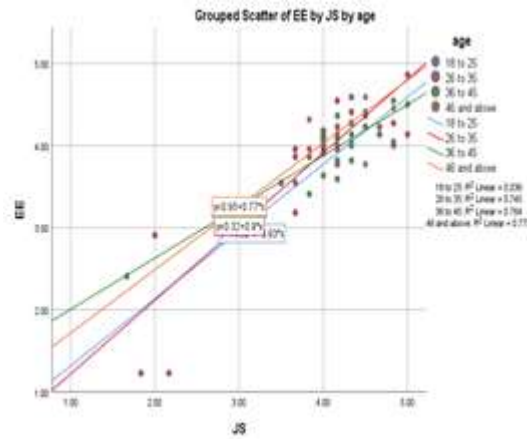


Figure 6.8 Result

The graph reveals that slope for all the 4 regression lines defers with age, also the R2 values for age range defers. It is concluded that Age moderates relationship between JS & EE.

H4. Gender moderates relationship between select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Jos Satisfaction) & Employee Engagement.

Sub Hypotheses – Gender moderates relationship between Communication & EE

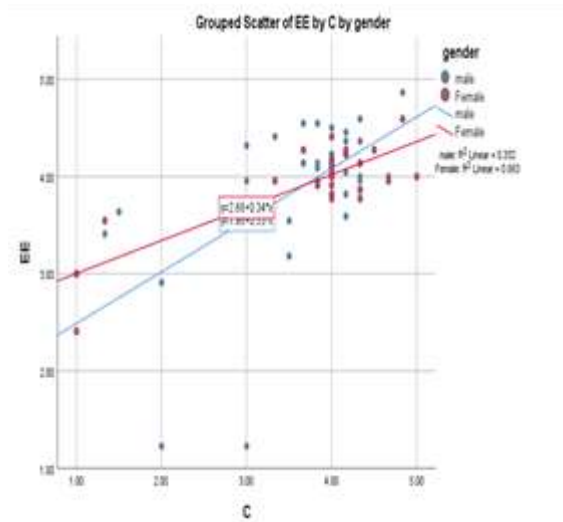


Figure 6.9 Result

The above graph reveals that slope for all the 2 regression lines defers with gender, also the R2 values for gender defers. It is concluded that Gender moderates relationship between Communication & EE

Sub Hypotheses – Gender moderates relationship between Fair Treatment & EE

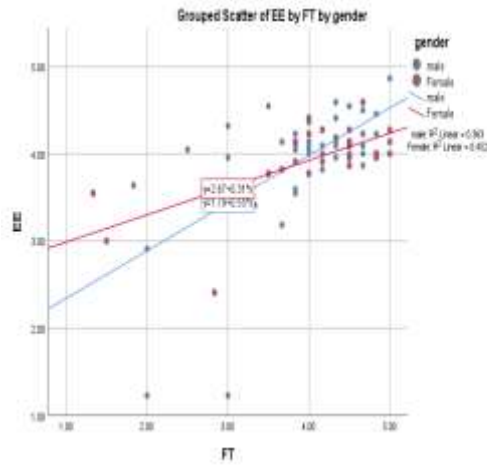


Figure 6.10 Result

The above graph reveals that slope for all the 2 regression lines differs with gender, also the R2 values for gender differs. It is concluded that Gender moderates relationship between Fair Treatment & EE

Sub Hypotheses – Gender moderates relationship between Feedback & EE

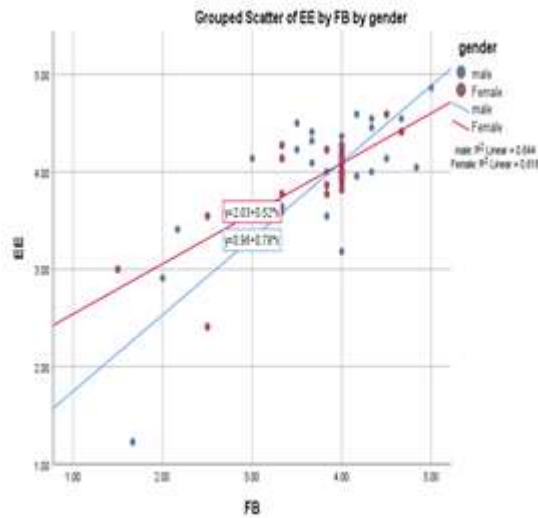


Figure 6.11 Result

The above graph reveals that slope for all the 2 regression lines differs with gender, also the R2 values for gender differs. It is concluded that Gender moderates relationship between Feedback & EE

Sub Hypotheses – Gender moderates relationship between Role Clarity & EE

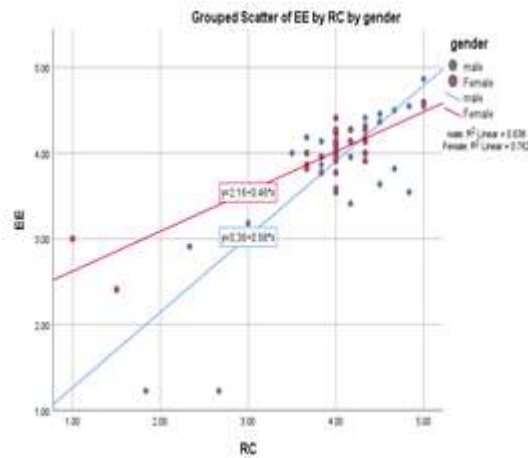


Figure 6.12 Result

The above graph reveals that slope for all the 2 regression lines defers with gender, also the R2 values for gender defers. It is concluded that Gender moderates relationship between Role Clarity & EE

Sub Hypotheses – Gender moderates relationship between Job Satisfaction & EE

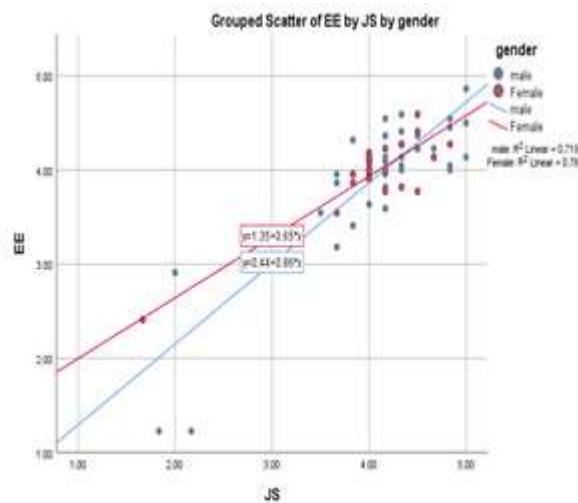


Figure 6.13 Result

The above graph reveals that slope for all the 2 regression lines defers with gender, also the R2 values for gender defers. It is concluded that Gender moderates relationship between JS & EE

H5. Work Experience moderates relationship between select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement.

Sub Hypotheses – Work Exp. moderates relationship between Communication & EE

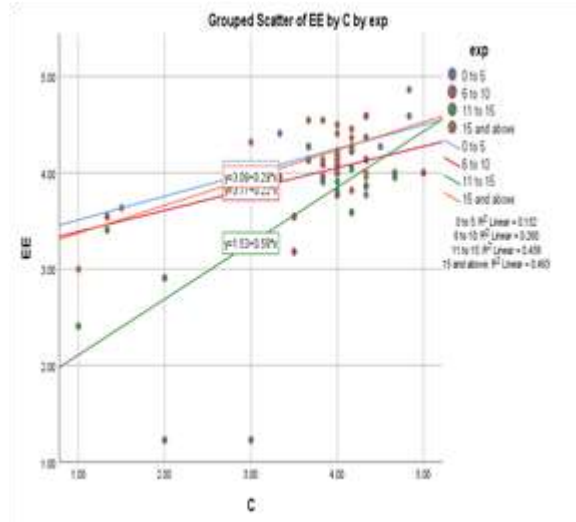


Figure 6.14 Result

The graph reveals that slope for all the 4 regression lines differs with total exp., also the R2 values for age range differs. It is concluded that Work Exp. moderates relationship between Communication & EE

Sub Hypotheses – Work Exp. moderates relationship between Fair Treatment & EE

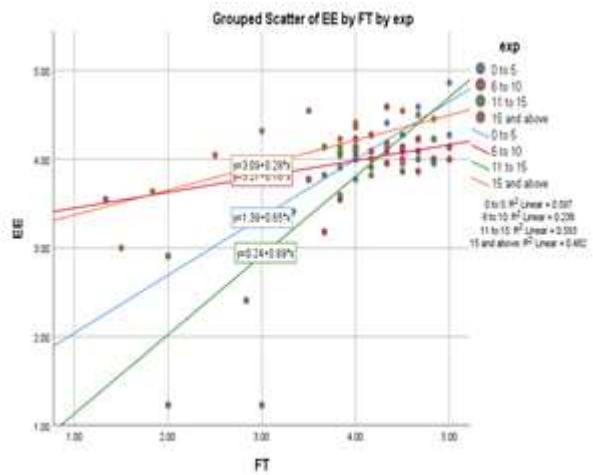


Figure 6.15 Result

The graph reveals that slope for all the 4 regression lines differs with total exp., also the R2 values for age range differs. It is concluded that Work Exp. moderates relationship between Fair Treatment & EE

Sub Hypotheses – Work Exp. moderates relationship between Feedback & EE

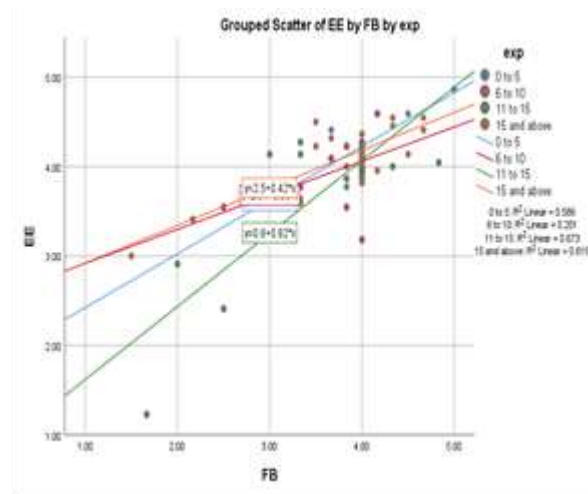


Figure 6.16 Result

The graph reveals that slope for all the 4 regression lines defers with total exp., also the R2 values for age range defers. It is concluded that Work Exp. moderates relationship between Feedback & EE

Sub Hypotheses – Work Exp. moderates relationship between Role Clarity & EE

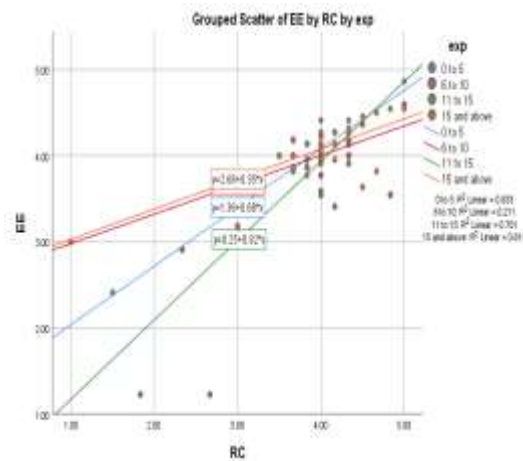


Figure 6.17 Result

The graph reveals that slope for all the 4 regression lines defers with total exp., also the R2 values for age range defers. It is concluded that Work Exp. moderates relationship between Role Clarity & EE

Sub Hypotheses – Work Exp. moderates relationship between Job Satisfaction & EE

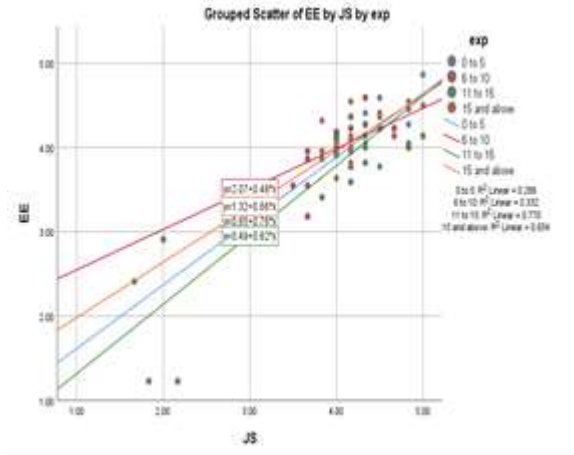


Figure 6.18 Result

The graph reveals that slope for all the 4 regression lines defers with total exp., also the R2 values for age range defers. It is concluded that Work Exp. moderates relationship between JS & EE

H6. One of these drivers (Communication, Fair Treatment, Feedback, Role Clarity) has high impact on Employee Engagement

Dependent variable	path	Independent variables	Estimate	Standard Error (SE)	Critical Ratio (CR)	P	Result
EE	<--	FT	0.069	0.068	1.025	0.306	Ns
EE	<--	FB	0.298	0.088	3.383	***	Sig
EE	<--	RC	0.195	0.072	2.705	0.007	Sig
EE	<--	C	-0.114	0.074	-1.528	0.127	Ns
*P' Values above 0.05 are not significant (ns) others are significant. P value *** are less							
S.E. – Standard Error C.R. – Critical Ratio = Estimate/S.E.							

Figure 6.19 Result

The table shows that Feedback is a construct which has a high impact on Employee Engagement compared to other constructs i.e. Communication, Fair Treatment, & Role Clarity

A study of impact of select Employee Engagement drivers via Job Satisfaction

FINDINGS

Based on the analysis and interpretation of the data in the study, below mentioned finding have been derived

H ₁ : There is an impact of select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) on EE			
Sub Hypothesis Statement	Test Applied	Result	Conclusion
-Fair Treatment is a significant predictor of EE	Path Analysis	Not Supported	-Fair Treatment is not a significant predictor of EE
-Feedback is a significant predictor of EE	Path Analysis	Supported	-Feedback is a significant predictor of EE
-Role Clarity is a significant predictor of EE	Path Analysis	Supported	-Role Clarity is a significant predictor of EE
-Communication is a significant predictor of EE	Path Analysis	Not Supported	-Communication is not a significant predictor of EE
-Job Satisfaction is a significant predictor of EE	Path Analysis	Supported	-Job Satisfaction is a significant predictor of EE

Figure 7.1 H₁ Hypothesis Findings

H ₂ : Job Satisfaction mediates relationship between the select drivers (Communication, Fair Treatment, Feedback, Role Clarity) & Employee Engagement			
Sub Hypothesis Statement	Test Applied	Result	Conclusion
-Fair Treatment is a significant predictor of JS	Path Analysis	Not Supported	-Fair Treatment is not a significant predictor of JS
-Feedback is a significant predictor of JS	Path Analysis	Supported	-Feedback is a significant predictor of JS
-Role Clarity is a significant predictor of JS	Path Analysis	Supported	-Role Clarity is a significant predictor of JS
-Communication is a significant predictor of JS	Path Analysis	Not Supported	-Communication is not a significant predictor of JS

Figure 7.2 H₂ Hypothesis Findings

H ₃ : Age moderates relationship between select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement.			
Sub Hypothesis Statement	Test Applied	Result	Conclusion
Age moderates relationship between Fair Treatment & EE	Moderation Analysis	Supported	Age moderates relationship between Fair Treatment & EE
Age moderates relationship between Feedback & EE	Moderation Analysis	Supported	Age moderates relationship between Feedback & EE
Age moderates relationship between Role Clarity & EE	Moderation Analysis	Supported	Age moderates relationship between Role Clarity & EE
Age moderates relationship between Communication & EE	Moderation Analysis	Supported	Age moderates relationship between Communication & EE
Age moderates relationship between Job Satisfaction & EE	Moderation Analysis	Supported	Age moderates relationship between Job Satisfaction & EE

Figure 7.3 H₃ Hypothesis Findings

H ₄ Gender moderates relationship between select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement.			
Sub Hypothesis Statement	Test Applied	Result	Conclusion
Gender moderates relationship between Fair Treatment & EE	Moderation Analysis	Supported	Gender moderates relationship between Fair
Gender moderates relationship between Feedback & EE	Moderation Analysis	Supported	Gender moderates relationship between
Gender moderates relationship between Role Clarity & EE	Moderation Analysis	Supported	Gender moderates relationship between Role
Gender moderates relationship between Communication & EE	Moderation Analysis	Supported	Gender moderates relationship between
Gender moderates relationship between Job Satisfaction & EE	Moderation Analysis	Supported	Gender moderates relationship between Job

Figure 7.4 H₄ Hypothesis Findings

H ₅ Work Experience moderates relationship between select drivers (Communication, Fair Treatment, Feedback, Role Clarity, Job Satisfaction) & Employee Engagement.			
Sub Hypothesis Statement	Test Applied	Result	Conclusion
Work Experience moderates relationship between Fair Treatment & EE	Moderation Analysis	Rejected	Work Experience moderates relationship between Fair Treatment & EE
Work Experience moderates relationship between Feedback & EE	Moderation Analysis	Rejected	Work Experience moderates relationship between Feedback & EE
Work Experience moderates relationship between Role Clarity & EE	Moderation Analysis	Rejected	Work Experience moderates relationship between Role Clarity & EE
Work Experience moderates relationship between Communication & EE	Moderation Analysis	Rejected	Work Experience moderates relationship between Communication & EE
Work Experience moderates relationship between Job Satisfaction & EE	Moderation Analysis	Rejected	Work Experience moderates relationship between Job Satisfaction & EE

Figure 7.5 H₅ Hypothesis Findings

H ₆ One of these drivers (Communication, Fair Treatment, Feedback, Role Clarity) has high impact on EE			
Sub Hypothesis Statement	Test Applied	Result	Conclusion
Fair Treatment construct has high impact on EE	Path Analysis	Not Supported	Fair Treatment construct does not have high impact on EE
Feedback construct has high impact on EE	Path Analysis	Supported	Feedback construct has high impact on EE
Role Clarity construct has high impact on EE	Path Analysis	Not Supported	Role Clarity construct does not have high impact on EE
Communication construct has high impact on EE	Path Analysis	Not Supported	Communication construct does not have high impact on EE

Figure 7.6 H₆ Hypothesis Findings

SCOPE FOR FURTHER RESEARCH

Considering the scope of current research paper one can further investigate the relationship between EE & other drivers across other industries for a wider geographical area. Employee Experience is the new term in the domain, it can also be studied in relation with employee engagement and job satisfaction.

CONCLUSION

A study of impact of select Employee Engagement drivers via Job Satisfaction

In the above study researcher attempted to find out the relationship between select drivers i.e. communication, fair treatment, feedback, role clarity with employee engagement via job satisfaction. The researcher has also attempted to find out the moderating effect of demographics such as Age, Gender, Total work experience on relationship between EE & the select drivers i.e. communication, fair treatment, feedback, role clarity & job satisfaction.

The reliability supported as the all constructs has alpha values are above 0.7. The validity results supported as the AVE values of all the construct statements are above 0.5 indicating that the statements of the select drivers are validate for the research.

Hypothesis testing was done by path analysis which supported the idea of conceptual model showing impact of select drivers on job satisfaction, it also shows that job satisfaction mediates the relationship between the drivers and employee engagement. It also shows that the demographic i.e. age, gender & total work experience moderates the relationship between the select drivers and EE

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