Project Dissertation Report on

A STUDY ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

Submitted By

SALLA SANGEETHA

2K19/DMBA/084

Under the Guidance of

Mr. CHANDAN SHARMA

ASSISTANT PROFESSOR

DELHI SCHOOL OF MANAGEMENT

Delhi Technological University

Bawana Road Delhi 110042

CERTIFICATE

This is to certify that the work titled A STUDY ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT 'as part of the final year Major Research Project submitted by Salla Sangeetha in the 4th Semester of MBA, Delhi School of Management, Delhi Technological University during January-May 2021 is her original work and has not been submitted anywhere else for the award of any credits/ degree whatsoever. The project is submitted to Delhi School of Management, Delhi Technological University in partial fulfillment of the requirement for the award of the degree of Master of Business Administration.

_____

Mr. Chandan Sharma

(Project Guide)

_____

Dr. Archana Singh

(Head of Department)

DECLARATION

This is to declare that the work titled 'A STUDY ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT' as part of the final year Major Research Project submitted by Salla Sangeetha in the 4th Semester of MBA, Delhi School of Management, Delhi Technological University, during January-May 2020-2021 under the guidance of Mr. Chandan Sharma. It is my original work and has not been submitted anywhere else. The report has been written by me in my own words and not copied from elsewhere. Anything that appears in this report which is not my original work has been duly and appropriately referred/ cited/ acknowledged.

Name: Salla Sangeetha

Roll no.: 2K19/DMBA/084

ACKNOWLEDGEMENT

It is a great pleasure for me to acknowledge the kind of help and guidance received during the research work. I would like to thank my faculty advisor Mr. Chandan Sharma, who helped me to take up the topic 'A STUDY ON THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT'' and guided me to complete this project properly. The project provided me with an excellent opportunity to explore the areas of Management in Corporate World and Data Analytics Using SPSS and understand How National Surveys are helpful. I am highly indebted to Delhi School of Management, Delhi Technological University for giving me an opportunity to work on this project.

Lastly, I would like to express my gratitude to all the honorable faculty members for sharing their experience and expertise on this project. I have put all my efforts to ensure that the project is completed in the best possible manner and also ensured that the project is error-free.

Salla Sangeetha
2K19/DMBA/084

EXECUTORY SUMMARY

It has been never more important to consider the satisfaction of an employee working for a company than the productivity or efficiency of the company in the market, the employee who is of core importance. With the ever increasing workforce and assessment programs of the workforce companies have evolved much more in terms of analyzing the engagement of workforce and their job satisfaction because retaining the top talent of the company is of prior importance as it provides a competitive edge to the organizations.

Keeping the workforce engaged is the main concern of the human resource management employed in any organisation, workforce engagement is directly related to the satisfaction levels the employee holds working in the company along with the factors that are associated and affects the impact over time and this increases proportionately to the facilities provided and the experience their employers hold in the company.

It is important to understand that an employee who is satisfied with his work might not be engaged for long-term in a company however on the other hand an employee who is engaged with the vision of the company and working hard aligning his mission to it are satisfied with the job both in terms of financial situation as well as psychologically.

Though it is more of a transformational concept that has a life cycle ever-changing which factors like growth, network, personal development, hike, autonomy. Freedom, deriving values in sharing responsibilities, being inclusive and encouraging diversity with coworkers. these factors will in turn result in higher satisfaction level as well as higher productivity followed by an improvement in the retention levels of engaged employees in any organisation

The purpose of this research paper establish appropriate relationship between job satisfaction and employee engagement in the diaspora of various types of organisations in India such that the data obtained through analysis of this relationship would be useful in further investigating the nature of policies programs designed incentive plans rise of Hike extra increase and improve employee engagement to further improve the retention ratio in organisations this research paper the working environment in which the employees are working is of high concern and is represented as the independent variable in a study while is the job satisfaction levels of the employees are considered to be the dependent variable.

The working environment provided in an organisation usually includes the relationship between employees, the relationship between employee and employer. Insurance provided as job security, job safety, the Esteem needs of an employee, working style of the company culture of the company, and the influence of top management etc.

`

List of Figures

`

List of Tables

`

TABLE OF CONTENTS

1. INTRODUCTION

With the low levels of disengagement of values and working environment within organisations the engagement of the employees is below average than previous years data. With the economic crisis and downfall of market shares of the organisation it is crucial to maintain a balance between the workforce engagement as well as their satisfaction level as such employees are the main reason for the successful survival of any business and then bring a difference in the society The power of the relationship between workforce engagement and job satisfaction is huge at times where it transcends just salary and brings in effect, the commitment and motivation to achieve the goals of the company. Improvement of working space is crucial for any company to engage the employee so that with the evolving technology and Expectations the managers could come up and draw strategies to manage employees and enable full employee engagement schemes in order to retain and also impact their Job satisfaction.

With the days passing by and technology owning to solving most day-to-day as well as business problems, there occurs a situation where human efficiency is calculated and measured based on various psychological and intuition strategies through evaluations. This happens mostly in the field of banking sectors, field work areas, management companies, and technology and financial services etc.

Also, in recent years it has been reported that the young talents are mostly attracted towards financing sectors because of their passion to understand and analyse financial reports, manage risk in a business, act as an analyst etc. Here their ratio of involvement and job satisfaction are comparatively very low and these businesses consider a satisfied employee are the source of investment and energy for a successful execution of projects and is a measuring factor to inspect and retain the valuable skilled workforce.

`

Over the years, the importance to study about job satisfaction has increased and is the key concern area for the HR department to keep a tally on where the company is going with what percentage of committed and dedicated employees fitting the role of their dream job carrying the common vision of the company.

The maximum time of a person's lifetime is spent with his/her job and one is said to be satisfied if he earns both value and respect from his job. The factors estimating the job satisfaction phenomenon is asserted by our survey conducted all across the industry to learn what are the key contributions coming from the company that could satisfy an employee and thus can be engaged actively. Our survey is divided into three major parts regarding which we will be studying in detail using the factor analysis using SPSS.

1.1 Objective of Study

Employee engagement has been defined in many different ways. There has been always an ambiguity and no clear definition with factors varying from one organization to another. As per the recent studies there are concerns growing around the concepts of employee engagement and the parameters supporting it in the context of the modern world. In this phenomenon it is of high priority to understand the nature and dependence of employee engagement with the level of satisfaction derived from it. Most of the studies talk about the relationship of engagement with productivity but this study focuses specifically towards the Relationship between employee engagement and the job satisfaction level which could carve a set of standard procedures to evaluate and encourage the performances of employee which in long term results in retaining highly talented as well as engaged employees while improving the retention ratios year on year in an organization.

The main objectives of this research paper are as follows:

1. Find the driving factors of employee engagement,
2. The driving factors of job satisfaction and,
3. To study the significant relationships between engagement and satisfaction level of the employee
4. To understand the perception of employees considering the factors affecting Employee Engagement practices in the organization.
5. To estimate the proportionate relation of how each factor measuring the employee engagement is dependent on each factor measuring the job satisfaction.
6. To understand how job satisfaction is impacted by the environment of the workplace.

Factor, reliability and multiple regression analyses is the measurement employed to analyze the data.

1.2 Scope of Study

Surveys suggest that millennials are mostly attracted towards the organizations with a corporate culture that is in frequency with their passion and their own expectations. Employees tend to be more socially conscious and aware than previous generations that lead to job satisfaction.

Job satisfaction is something that helps a person get boosted in every aspect of his work life and keeps him/her engaged with work as their purpose goes beyond the bottom line. They look to develop their careers in companies that have a soul – that do not act solely on financial returns, market share or put profit before human flourishing.

Engagement comes with involvement, commitment, communication aspects showing instincts connecting to good leadership styles implementing joint problem-solving that solicits and values everyone's contribution and consistency of action leading to regular developmental conversations about future career paths thus fulfilled and satisfied with the job

2.   LITERATURE REVIEW

Engagement is a natural phenomenon that has been overwhelmed recently due to transformations with the work culture and passively advances further through the understanding of how people feel and behave at work. In other words, the standard dictionary defines it as a high level of mental willingness, involvement with something, focused effort and energy to do anything. The first variable, Employee engagement, also alternatively referred as worker engagement, is a Concept adopted in the business as usual and in the management department and an "engaged employee" is said to be the one who is fully determined and involved in, energetic profounding in the nature of the work such that the the interest of the employer aligned with the organisation interest putting the common goal as the priority.

With the growing importance of enhancements in the field of assessing and evaluating the rich talent resources in the organisation (Macey & Schneider, 2008, p.4) support that its roots relate heavily to the concepts of "involvement, commitment, passion, enthusiasm, focused effort and energy".

The idea of engagement has been interpreted with various definitions and arguments among the professional group of of experts and HR practitioners who to approach that as a positive phenomenon with strong emotional feelings and psychological factors encompassed with positive approach to participate and fulfill their responsibilities with an enthusiasm and willingness to make efforts it is observed that the employees who are engaged with the organisation makes the organisational goals feasible with an extra efforts(Albrecht, 2010). As Macey et al (2009) illustrates in her work, engagement is the concept best characterized as "efforts with a purpose and focused energy directed toward the organizational goals"

2.1 Researchers explored and studied in-depth the concepts of employee engagement, job satisfaction and theories like Social Exchange Theory (SET), Maslow's Hierarchy of Needs, and Kahn's theory. The technique employed in the study of this theory has been proven successful in terms of establishing relationships between the main to concept the literature

review is focused on the series has definitions, examples, statements which gives us factors and parameters to define the premises within which we need to analyse the relationship between the level of engagement and job satisfaction.

2.2 A theoretical foundation of Social Exchange Theory mainly focuses on explaining how and under what conditions define an employee to choose to become more or less engaged in their work and organization and how the work culture shapes his thought process of understanding the environment he is working in, which makes them feel obliged to repay the organization with greater levels of engagement when their ideas are aligned with the vision of the organization, provide a supporting environment that tackles their problems and fulfill their demands while providing the resources on a timely basis.

Fig1: Maslow's Hierarchy of Needs[1]

2.3 (Maslow,1943), describes that the employees in an organization focus on these five levels of needs: physiological needs, needs associated with safety, socially evolved ego and self-actualizing needs [1]. According to Maslow's theory, there arises an argument that the higher level of needs take upfront and satisfy before the lower level of needs in most cases and would motivate employees to pursue further. Maslow's defining the needs of an employee are interconnected with the theory by (Khan, 1990) that explains the basic needs in engagement as

`

people embark upon the basic necessities for lower and higher level needs and express themselves in various ways including physically, cognitively, and emotionally during their work life balances and job performance profiles.

It is highly accepted that the concept has first arise from the boggling theories of Khan in his introducing article which was returned on the psychological conditions and parameters defining the engagement and disengagement at work environment which is the edition that has brought various ideas into the minds of authors and researches also Khan has published this edition of work in the journal called Academy of Management while conducting a survey to understand and analyse the psychological conditions that ultimately leads to to the engagement of an employee highly integrated with the culture of workplace.[2]

As mentioned above when it comes to psychological emotional and cognitive reference to the engagement of an employee it is crucial to understand the underlying factors of physical aspect which refers to the physical efforts involved in accomplishing the task assigned and KRA's. Miley cognitive aspect talks about the perspective of employees and thinking capability that unable to establish an opinion about the organisation one is working in and the way she is been treated with the higher management on the other hand emotional aspect talks mostly about the the certain attitude one own up to, to and express it towards the the management of the organisation and the involved stakeholders[11]. Another definition of fit is described as an approach towards positive,optimistic, and satisfying nature that enables one to work with dedication. [9]

| CAREER DEVELOPMENT | BENEFITS | WORK ENVIRONMENT | ENGAGEMENT OPINIONS |
| COMPENSATION | EMPLOYEE RELATIONSHIPS WITH MANAGEMENT | CONDITIONS FOR ENGAGEMENT | ENGAGEMENT BEHAVIORS |

Fig2: Factors influencing overall employee satisfaction and engagement in workplace.[6]

While the above factors play a major role in supporting the employees of all career levels and generations in their decisions towards sticking to an organisation or not, few workers also place high expectations and belief of retaining high compensation benefits and associated factors when determining or selection of a particular job and how satisfied they are, while nonfinancial aspects too enhance their perspectives to towards one's satisfaction with their jobs.
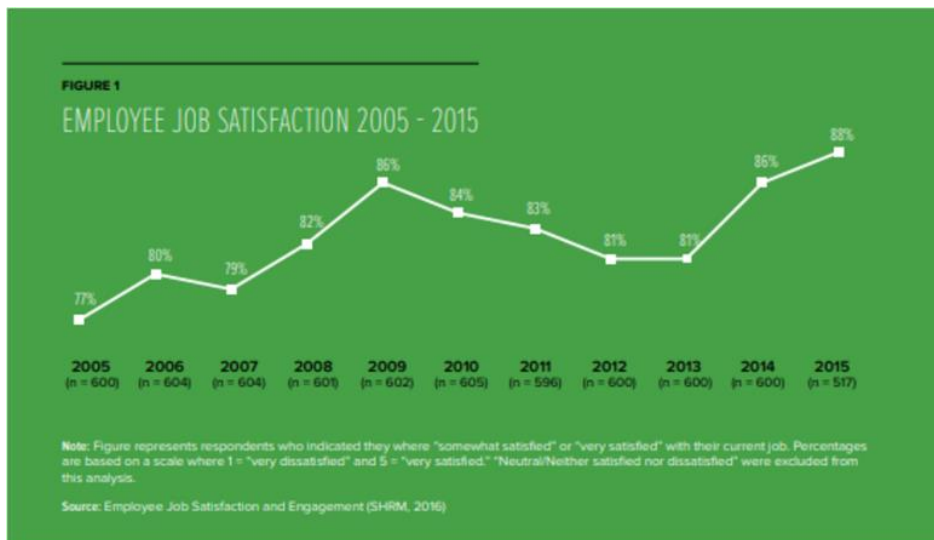
Fig3: Likert Scale Analysis of Employee Job Satisfaction[6]

2.4 (Schmidt & Harter, 1993)

The main observation found from the works of Schmidt is associated with the willingness of an employee to engage with the organisation with both internal and external factors explicit to this decision making capability of one. He also mentioned that there are two factors that contribute to engagement. (Schmidt 2004) They are commitment and satisfaction towards elements of the work associated with aspects one is involved in. (harter 1993)

Following are the other authors who have established a relative relationship between them while Meere believes in three types of employee exists in each organisation such as engaging, not engaging and disengaged employees who are passionate, merely serving according to timingly needs, and are unhappy at work respectively.

2.5 (Gallup Consultancy 2006)

There is a survey conducted on the employee engagement concept with the relevant market where gallup has derived some of the the dependent and factors on which engagement is based on and the type of employees are categorised based on these factors. this is similar to that of which states that employees are categorised into engage disengage and not engaged who tends to vary in their creative Minds vary in the level of commitment and clear vision of the organisation and its goals these employees have a clear picture of what is to be expected as outcome and it is accordingly categorised into categories in the assessment list during evaluation in an organisation.

(Gallup Journal, 2006), has derived from the survey results, the following key drivers of engagement levels of an employee based on certain assertions below:

1. *Encouragement to develop personal skills* – This section of employees majorly focus on individual personalities and skills associated with the chosen career.
2. *Praise/recognition for good work* –reward and recognition mechanisms
3. *Culture and practices*: Inclusion and diversity adopted in an organisation with sustained goals
4. *Work life balance* – have a balance between the professional and personal life integrated with the learnings and values.
5. *Organization's leadership* – direction, strategy, and planning associated with the right leadership followed by the organisations.

Fig 4: Employee Engagement

`

The source of motivation is different to each individual and it is difficult to assess all the data points to design a training program or assess parameters to understand which factors would motivate an individual to initiate an action and a form is best and contribute to the organisation. This change of behaviour is critical to analyse for the top management in an organisation with the changing Trends and Expectations of the employee and has become the biggest challenges in this modern world.

2.6 (Locke, 1976)

Locke (1976), Estimate in his paper the the factors that play major role in the job satisfaction levels of an employee it is more concerned as a positive emotion and an impact that an employee a wall with as an when he get an appraisal of the work contributed by him for the experiences that he shared his colleagues or the top management. likewise he also established monetary and non monetary benefits lead to to developing a sense of belonging and be satisfied with his role and value contributing to the success of the firm[8]

JOB SATISFACTION BY GENERATION

88%   86%   88%   90%

- Overall Employees
- Millennial Employees
- Generation X Employees
- Baby Boomer Employees
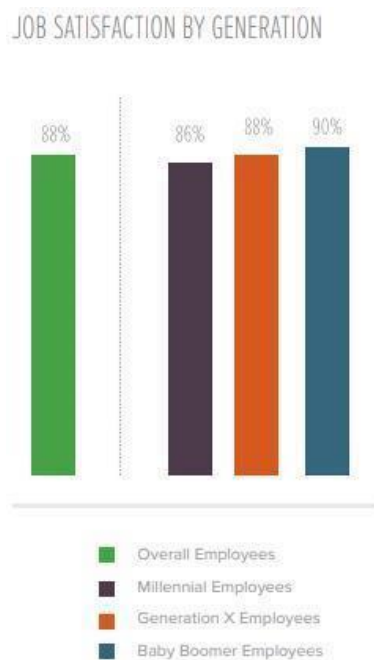
Fig 5: Generational Job Satisfaction[6]

`

2.7 (**Thiagarajan & Renugadevi, 2011**)

Thiagarajan & Renugadevi conducted research on "An empirical investigation on Employee Engagement Practices in Indian BPO Industries".this paper proves with the statistical analysis that the performance of the employee in future proportionately increases with the level of engagement and the level of satisfaction he derives from his work experience. Also the performance of the employee is largely attributed to the fact that the change in the behaviour and the attitude towards his work ok and the network between the top management plays a major role in the employee engagement.[8]

2.8 (Bhavani, Sharavan, & Arpitha, 2015)

Bhavani et al (2015) Has published a paper in the year 2015 which involves a survey conducted with a sample of 50 employees who have been working for a minimum of 3 years in a firm. statistical analysis done on the data acquired through the survey using SPSS and tells the Vital role of factors contributing to the employee engagement leading to a job promotion growth in his career and job satisfaction and long with the other monetary and non monetary benefits[8]

DIFFERENCES IN IMPORTANCE OF CAREER DEVELOPMENT ASPECTS BY GENERATION

MILLENNIALS 95%   BABY BOOMERS 83%

Job-specific training

MILLENNIALS 89%   BABY BOOMERS 73%   MILLENNIALS 88%   BABY BOOMERS 76%

Career advancement opportunities   Career development

Source:Employee Job Satisfaction and Engagement (SHRM, 2016)
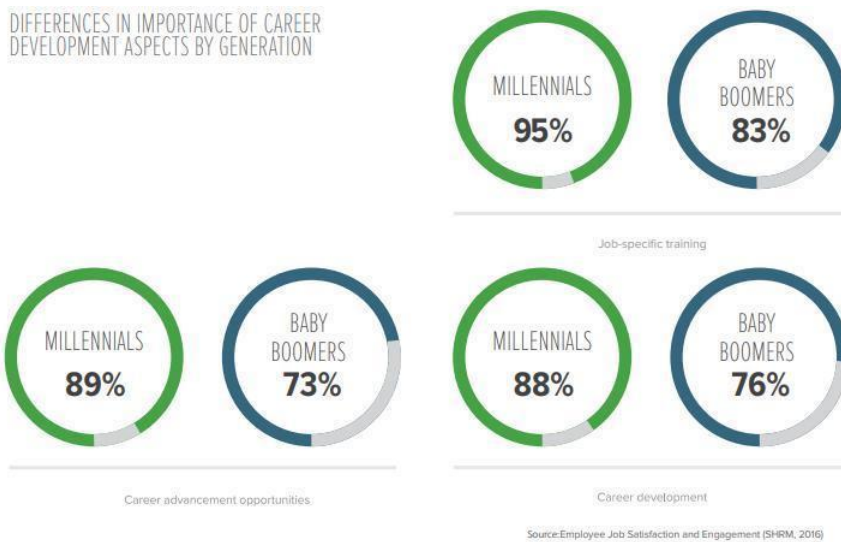
[6]

Fig 6: Career development aspects

`

Considering the above observations and understanding from the various papers published by the authors on job satisfaction employee engagement performance evaluation career development etc., the factors are categorised into to segment under which there are few arguments which would support with the concept of employee engagement and job satisfaction measures also we have another measures given from the same concept align with that of the observations derived from above in the paper(Clercq et al., 2014; and Hicks et al., 2014), as listed in Table 2.

S. No.	Table 1: Job Satisfaction Measures
	Measure
1.	I know what is expected of me at work.
2.	I have the materials and equipment I need to do my work right.
3.	At work, I have the opportunity to do what I do best every day.
4.	In the last seven days, I have received recognition or praise for doing good work.
5.	There is someone at work who encourages my development.
6.	At work, my opinions seem to count.
7.	The mission/purpose of my company makes me feel my job is important.
8.	My associates (fellow employees) are committed to do quality work.
9.	In the last six months, someone at work has talked to me about my progress.
10.	In this last one year, I have had opportunities at work to learn and grow.

Table 1: Measures for Job Satisfaction

S. No.	Table 2: Work Engagement Measures
	Measure
1.	At my work, I feel bursting with energy.
2.	My job inspires me.
3.	When I get up in the morning, I feel like going to work.
4.	I feel happy when I am working intensely.
5.	I am proud of the work that I do.
6.	I get carried away when I am working.
7.	I believe in my company values.
8.	My companies' values are a good match with my own personal values.
9.	I care about my company for long-term success.
10.	I am personally motivated to help my company succeed.
11.	I fully support my company's goals and objectives.

Table 2: Measures for Work Engagement

`

The research framework for this study is established after combining all the factors into 6 headings as variables:
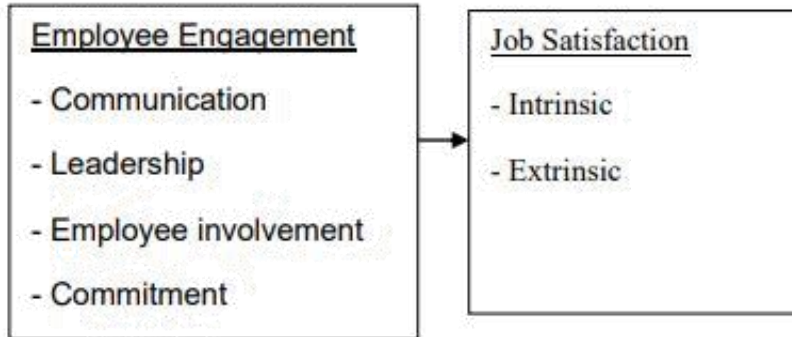
Fig 7: Research Framework

3.   VARIABLES DETERMINED

The variables determined in the study to establish the relation between Employee Engagement & Job Satisfaction are –

3.1 Employee Engagement variables:

1) Transformational and Transactional Leadership,

2) Peers Communication & Supervisor Subordinate Communication

3) Employee Commitment

4) Employee Job Involvement

3.1 Employee Job Satisfaction variables:

5) Extrinsic Job Satisfaction

6) Intrinsic Job Satisfaction

`

The variables are calibrated based on a survey questionnaire form made up of three parts.

Part A is questions requiring the respondent's background.

Part B is questions about the respondent's perception about their perceived employee engagement at their workplace covering items on leadership, communication, commitment, and employee involvement.

Finally, Part C is questions related to job satisfaction.
Answers are marked on the appropriate score base on a scale of 1 to 5 for each of the statements.

4.   HYPOTHESIS

Therefore the implications of the above stated theories guide with supporting variables to establish that there is a significant relationship between employee engagement and job satisfaction in the organization and is positive in nature.

H1: there is no significant relationship between employee engagement and job satisfaction in the organization

H2: there is a significant relationship between employee engagement and job satisfaction in the organization

5. DATA ANALYSIS

To check the reliability, Cronbach's alpha coefficients were used to check the internal consistency of the collected data. To study the level of the job satisfaction, descriptive statistics were used to analyze the data. The linear regression analysis was used to study the relationship between job satisfaction and work engagement.

A total of 12 respondents are male and the remaining 13 are female. Nineteen of the respondents are of age between 21 to 25 years of age, 5 of them between 26 to 40 and the remaining zero are over 41 years of age. Nine respondents are operators/interns with 10 being the executives and 6 are supervisors. A total of 15 respondents possessed graduation in their educational qualification, 9 with Masters and remaining one possessed high school/equivalent educational qualification.

Demographic	Categories	Frequency	Percent
Gender	Male	12	48
	Female	13	52
Age	21 – 25 years	19	79.16666667
	26-40 years	5	20.83333333
	Over 41 year	0	0
Respondent's Job Position	Operator/Intern	9	36
	Executive	10	40
	Supervisor	6	24
Pespondant's Education Background	High School or Equivalent	1	4
	Graduate Degree	15	60
	Masters Degree	9	36

Table 3: Profile and frequency table of the Survey Data

`

6.   FACTOR AND RELIABILITY ANALYSIS

All of the items on employee engagement and job satisfaction were subjected to **factor analysis using Varimax rotation and reliability analysis**. The number or items and description of these dimensions are shown in below table. Cronbach's alpha was used to assess the internal consistency of the entire scale of the construct. **Cronbach's alpha values** of 0.7 or higher indicate **acceptable** internal consistency. The items on employee engagement yielded 6dimensions and were aptly named Transformational Leadership (α = 0.900), Transactional Leadership (α = 0.675), peers communication (α = 0.836), supervisor subordinate communication (α = 0.801), employee commitment (α = 0.948), and employee job involvement (α = 0.818). The items of job satisfaction yielded 2 dimensions. These are extrinsic job satisfaction (α = 0.575) and intrinsic job satisfaction (α = 0.908). All the above reliability coefficients results are acceptable.

Factor and Reliability Analysis

Dimensions of employee engagement and job satisfaction	Number of Items	Description of Dimension	Cronbach's Alpha
1.Leadership	4	Transformational Leadership	0.9
	2	Transactional Leadership	0.675
2.Communication	2	Peers Communication	0.836
	2	Supervisor subordinate Communication	0.801
3. Commitment	4	Employee Commitment	0.948
4. Employee Involvment	4	Employee Job Involvement	0.818
5. Job Satisfaction	6	Extrinsic Job Satisfaction	0.575
	6	Intrinsic Job Satisfaction	0.908
Minor Factor			
6. Motivation	3	Employee Motivation	0.915

Table 4: Factor and Reliability Analysis using cronbach alpha

6.1 Importance of choosing the set of questions in survey questionnaire:

Correct employee management strategies drive and improve employee job performance. Supervisor provides feedback and guidance, helps employees on what is expected of them, has a clear understanding of where the employee supervised is heading, and acknowledges employee improvement in their works are important qualities the leader needs to have. Engaged employees through freely sharing of ideas, feelings, and hopes, difficulties faced at the workplace, listening to difficulties of employees, and reacting constructively to employee needs are among the constructive ways that can enhance employee satisfaction. A workplace that makes employees proud to work there and gives the feeling of like to work there is important in creating employee work satisfaction. This will also encourage employees to recommend others to work there. Employee participation, work immensely, difficult to detach from their job and happy working for the company are good signs of job satisfaction.

6.2 Regression between Engagement of the Employee and Job satisfaction levels extrinsically

The result of regression of perceived uses of employee engagement and employee extrinsic job satisfaction is tabulated in table below:

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.695ᵃ	.483	.300	1.047	1.401

Table 5: Durbin Watson's Regression Square Value for extrinsic job satisfaction and employee engagement

It gives the R square as .483 with p<0.001. It implies that all the 6 dimensions of employee engagement explained a total of 48.3% of variation in enhancement of employee extrinsic job satisfaction.

`

6.3 Regression between Engagement of the Employee and Job satisfaction levels intrinsically

Below shows the regression relationship(metric) r square value for Engagement of the Employee and intrinsic Job satisfaction levels.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.807[a]	.652	.529	.870	1.266

Table 6: Durbin Watson's Regression Square Value for intrinsic job satisfaction and employee engagement

It gives the R square as .652 with p value less than 0.001. From this, we understand that all the 6 dimensions we have considered as measuring premises are apt for employee engagement and certainly explains the inter relationship between as a total of 65.2% as that of variation in enhancement of the employee extrinsic job satisfaction.

7.   DISCUSSION AND CONCLUSION

With the above analysis we observe that there is a high correlation between two types of leadership that is transformational and transactional leadership to that of employee job satisfaction intrinsically and extrinsically. The result of the Cronbach analysis gives us an idea of how correlated the factors supporting the hypothesis are, with the value of eigen being the highest for the set of premises considered. It also supports the idea that a manager who possesses skills in communication, giving feedback, performance management, and giving recognition will make differences in the working style of his subordinates as well which will act as motivating factor to work with a common vision aligned with the vision of the company and further engages them and gives them a sense of job satisfaction.

The survey questionnaire and detailed flow of the analysis using SPSS is given below.

8.   THE SURVEY QUESTIONNAIRE

8.1 Format and Questions:

Below is the survey questionnaire on A STUDY OF RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND JOB SATISFACTION

Part A: RESPONDENT BACKGROUND
Background Information of the respondent

Name *

Age *

Name of the Organisation *
(Mention the current/previous organisation you worked with)

Name of the Department *

Job Profile *

Gender *
Female
Male
Prefer not to say
Other:

Marital Status
Single
Married

Educational Level *
Tick your latest Educational Qualification Level
High School or Equivalent
Graduate Degree
Master's Degree
Research Doctorate (PhD)

Part B: EMPLOYEE ENGAGEMENT

Respondent perception about the perceived employee engagement at the workplace covering items on leadership, communication, commitment, and employee involvement.

a) Leadership(4,2)

My supervisor provides me with feedback and guidance

My supervisor helps me know what is expected of me

My supervisor shows respect for my personal feelings

My supervisor has a clear understanding of where I am going My

supervisor acknowledges improvement in my quality of work

My supervisor see that the interests of employees are given consideration

b) Communication(2,2)

I can freely share my ideas, feelings, and hopes

I can talk freely about the difficulties I am having at work

The management listen to the difficulties of workers

The management reacts fast when the workers need help constructively

c)Commitment(4)

I am proud to work at this company

I would recommend this company as a good place to work to other

people I would prefer to remain with this company

I am satisfied with this company at the present time

d) Motivation(3)

I am motivated to produce good work

I am motivated with the rewards provided

I am motivated to take pride in my work

e) Involvement(4)

I can continue working for very long periods of time

I feel happy when I am working intensely

It is difficult to detach myself from my job

I am immersed in my work

Part C: JOB SATISFACTION

Comprises questions related to respondent's job satisfaction.

a) Extrinsic Job satisfaction

I feel satisfied I am being paid a fair amount for the work I do.

There is really too little chance for promotion on my job

My supervisor is quite competent in doing his/her

job When I do a good job, I receive the recognition I

like the people I work with

b)   Intrinsic Job Satisfaction

My job is very challenging

The benefits I receive are good

All in all, I am satisfied with my co-workers

All in all, I am satisfied with the supervision

All in all, I am satisfied with my promotion

quality All in all; I am satisfied with my job

9. OUTPUT OF ANALYSIS USING SPSS

Statistics

		Age	Gender	Marital Status	Educational Level
N	Valid	24	24	24	24
	Missing	0	0	0	0
Mean		23.83			
Std. Deviation		1.880			
Minimum		21			
Maximum		29			

Frequency Table

Age

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21	2	8.3	8.3	8.3
	22	3	12.5	12.5	20.8
	23	8	33.3	33.3	54.2
	24	3	12.5	12.5	66.7
	25	3	12.5	12.5	79.2
	26	4	16.7	16.7	95.8
	29	1	4.2	4.2	100.0
	Total	24	100.0	100.0	

Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	13	54.2	54.2	54.2
	Male	11	45.8	45.8	100.0
	Total	24	100.0	100.0	

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	24	100.0	100.0	100.0

Educational Level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Graduate Degree	15	62.5	62.5	62.5
	High School or Equivalent	1	4.2	4.2	66.7
	Masters Degree	8	33.3	33.3	100.0
	Total	24	100.0	100.0	

Factor Analysis

Correlation Matrix

Correlation		My supervisor provides me with feedback and guidance	My supervisor helps me know what is expected of me	My supervisor shows respect for my personal feelings
	My supervisor provides me with feedback and guidance	1.000	.705	.705
	My supervisor helps me know what is expected of me	.705	1.000	.547
	My supervisor shows respect for my personal feelings	.705	.547	1.000
	My supervisor has a clear understanding of where I am going	.742	.745	.768
	My supervisor acknowledges improvement in my quality of work	.503	.487	.637
	My supervisor see that the interests of employees are given consideration	.571	.693	.663
	I can freely share my ideas, feelings, and hopes	.758	.613	.753
	I can talk freely about the difficulties I am having at work	.358	.502	.722
	The management listen to the difficulties of workers	.606	.674	.837
	The management reacts fast when the workers need help constructively	.492	.441	.607
	I am proud to work at this company	.482	.497	.767

Correlation Matrix

		My supervisor has a clear understanding of where I am going	My supervisor acknowledges improvement in my quality of work	My supervisor see that the interests of employees are given consideration
Correlation	My supervisor provides me with feedback and guidance	.742	.503	.571
	My supervisor helps me know what is expected of me	.745	.487	.693
	My supervisor shows respect for my personal feelings	.768	.637	.663
	My supervisor has a clear understanding of where I am going	1.000	.546	.818
	My supervisor acknowledges improvement in my quality of work	.546	1.000	.528
	My supervisor see that the interests of employees are given consideration	.818	.528	1.000
	I can freely share my ideas, feelings, and hopes	.767	.511	.516
	I can talk freely about the difficulties I am having at work	.612	.533	.435
	The management listen to the difficulties of workers	.790	.527	.684
	The management reacts fast when the workers need help constructively	.779	.465	.656
	I am proud to work at this company	.771	.649	.686

Correlation Matrix

		I can freely share my ideas, feelings, and hopes	I can talk freely about the difficulties I am having at work	The management listen to the difficulties of workers
Correlation	My supervisor provides me with feedback and guidance	.758	.358	.606
	My supervisor helps me know what is expected of me	.613	.502	.674
	My supervisor shows respect for my personal feelings	.753	.722	.837
	My supervisor has a clear understanding of where I am going	.767	.612	.790
	My supervisor acknowledges improvement in my quality of work	.511	.533	.527
	My supervisor see that the interests of employees are given consideration	.516	.435	.684
	I can freely share my ideas, feelings, and hopes	1.000	.719	.791
	I can talk freely about the difficulties I am having at work	.719	1.000	.826
	The management listen to the difficulties of workers	.791	.826	1.000
	The management reacts fast when the workers need help constructively	.555	.528	.669
	I am proud to work at this company	.741	.737	.834

Correlation Matrix

	All in all, I am satisfied with my pay	All in all, I am satisfied with my promotion quality	All in all, I am satisfied with my job
Correlation	I would recommend this company as a good place to work to other people	.550	.466	.771
	I would prefer to remain with this company	.620	.466	.790
	I am satisfied with this company at the present time	.750	.618	.855
	I am motivated to produce good work	.656	.630	.745
	I am motivated with the rewards provided	.435	.447	.394
	I am motivated to take pride in my work	.525	.580	.577
	I can continue working for very long periods of time	.368	.486	.615
	I feel happy when I am working intensely	.502	.517	.709
	It is difficult to detach myself from my job	.647	.669	.528
	I am immersed in my work	.469	.630	.738
	I feel satisfied I am being paid a fair amount for the work I do.	.809	.646	.543
	There is really too little chance for promotion on my job	-.354	-.417	-.369
	My supervisor is quite competent in doing his/her job	.439	.333	.599
	When I do a good job, I receive the recognition	.592	.518	.696

Correlation Matrix

	My supervisor provides me with feedback and guidance	My supervisor helps me know what is expected of me	My supervisor shows respect for my personal feelings
Correlation	I like the people I work with	.495	.673	.540
	My job is very challenging	.475	.182	.434
	The benefits I receive are good	.213	.252	.474
	All in all, I am satisfied with my co-workers	.593	.731	.588
	All in all, I am satisfied with the supervision	.678	.650	.679
	All in all, I am satisfied with my pay	.353	.105	.486
	All in all, I am satisfied with my promotion quality	.363	.074	.533
	All in all, I am satisfied with my job	.608	.474	.757

Correlation Matrix

		My supervisor has a clear understanding of where I am going	My supervisor acknowledges improvement in my quality of work	My supervisor see that the interests of employees are given consideration
Correlation	I like the people I work with	.666	.522	.663
	My job is very challenging	.197	.613	.059
	The benefits I receive are good	.486	.391	.483
	All in all, I am satisfied with my co-workers	.686	.407	.798
	All in all, I am satisfied with the supervision	.787	.749	.706
	All in all, I am satisfied with my pay	.474	.623	.469
	All in all, I am satisfied with my promotion quality	.519	.430	.386
	All in all, I am satisfied with my job	.684	.695	.577

Correlation Matrix

		I can freely share my ideas, feelings, and hopes	I can talk freely about the difficulties I am having at work	The management listen to the difficulties of workers
Correlation	I like the people I work with	.574	.525	.560
	My job is very challenging	.484	.242	.214
	The benefits I receive are good	.553	.530	.569
	All in all, I am satisfied with my co-workers	.583	.423	.633
	All in all, I am satisfied with the supervision	.786	.594	.648
	All in all, I am satisfied with my pay	.525	.341	.426
	All in all, I am satisfied with my promotion quality	.534	.312	.389
	All in all, I am satisfied with my job	.765	.568	.615

Correlation Matrix

		The management reacts fast when the workers need help constructively	I am proud to work at this company	I would recommend this company as a good place to work to other people
Correlation	I like the people I work with	.704	.697	.806
	My job is very challenging	.172	.306	.342
	The benefits I receive are good	.334	.653	.579
	All in all, I am satisfied with my co-workers	.508	.578	.832
	All in all, I am satisfied with the supervision	.543	.727	.725
	All in all, I am satisfied with my pay	.502	.668	.550
	All in all, I am satisfied with my promotion quality	.526	.634	.466
	All in all, I am satisfied with my job	.567	.736	.771

Correlation Matrix

		I would prefer to remain with this company	I am satisfied with this company at the present time	I am motivated to produce good work
Correlation	I like the people I work with	.685	.697	.747
	My job is very challenging	.452	.488	.385
	The benefits I receive are good	.502	.568	.617
	All in all, I am satisfied with my co-workers	.531	.549	.629
	All in all, I am satisfied with the supervision	.751	.842	.813
	All in all, I am satisfied with my pay	.620	.750	.656
	All in all, I am satisfied with my promotion quality	.466	.618	.630
	All in all, I am satisfied with my job	.790	.855	.745

Correlation Matrix

		I am motivated with the rewards provided	I am motivated to take pride in my work	I can continue working for very long periods of time
Correlation	I like the people I work with	.520	.601	.530
	My job is very challenging	.062	.327	.499
	The benefits I receive are good	.657	.652	.466
	All in all, I am satisfied with my co-workers	.677	.583	.505
	All in all, I am satisfied with the supervision	.611	.693	.583
	All in all, I am satisfied with my pay	.435	.525	.368
	All in all, I am satisfied with my promotion quality	.447	.580	.486
	All in all, I am satisfied with my job	.394	.577	.615

Correlation Matrix

		I feel happy when I am working intensely	It is difficult to detach myself from my job	I am immersed in my work
Correlation	I like the people I work with	.684	.211	.601
	My job is very challenging	.536	.566	.372
	The benefits I receive are good	.489	.543	.598
	All in all, I am satisfied with my co-workers	.673	.252	.558
	All in all, I am satisfied with the supervision	.667	.512	.706
	All in all, I am satisfied with my pay	.502	.647	.469
	All in all, I am satisfied with my promotion quality	.517	.669	.630
	All in all, I am satisfied with my job	.709	.528	.738

Correlation Matrix

		I feel satisfied I am being paid a fair amount for the work I do.	There is really too little chance for promotion on my job	My supervisor is quite competent in doing his/her job
Correlation	I like the people I work with	.423	-.379	.606
	My job is very challenging	.081	-.249	.293
	The benefits I receive are good	.754	-.340	.497
	All in all, I am satisfied with my co-workers	.442	-.221	.527
	All in all, I am satisfied with the supervision	.708	-.211	.773
	All in all, I am satisfied with my pay	.809	-.354	.439
	All in all, I am satisfied with my promotion quality	.646	-.417	.333
	All in all, I am satisfied with my job	.543	-.369	.599

Correlation Matrix

		When I do a good job, I receive the recognition	I like the people I work with	My job is very challenging
Correlation	I like the people I work with	.657	1.000	.320
	My job is very challenging	.419	.320	1.000
	The benefits I receive are good	.656	.405	.197
	All in all, I am satisfied with my co-workers	.450	.780	.240
	All in all, I am satisfied with the supervision	.728	.679	.460
	All in all, I am satisfied with my pay	.592	.428	.350
	All in all, I am satisfied with my promotion quality	.518	.404	.400
	All in all, I am satisfied with my job	.696	.687	.699

Correlation Matrix

		The benefits I receive are good	All in all, I am satisfied with my co-workers	All in all, I am satisfied with the supervision
Correlation	I like the people I work with	.405	.780	.679
	My job is very challenging	.197	.240	.460
	The benefits I receive are good	1.000	.536	.678
	All in all, I am satisfied with my co-workers	.536	1.000	.720
	All in all, I am satisfied with the supervision	.678	.720	1.000
	All in all, I am satisfied with my pay	.709	.404	.709
	All in all, I am satisfied with my promotion quality	.642	.332	.557
	All in all, I am satisfied with my job	.593	.654	.839

Correlation Matrix

		All in all, I am satisfied with my pay	All in all, I am satisfied with my promotion quality	All in all, I am satisfied with my job
Correlation	I like the people I work with	.428	.404	.687
	My job is very challenging	.350	.400	.699
	The benefits I receive are good	.709	.642	.593
	All in all, I am satisfied with my co-workers	.404	.332	.654
	All in all, I am satisfied with the supervision	.709	.557	.839
	All in all, I am satisfied with my pay	1.000	.724	.670
	All in all, I am satisfied with my promotion quality	.724	1.000	.638
	All in all, I am satisfied with my job	.670	.638	1.000

Communalities

	Initial	Extraction
My supervisor provides me with feedback and guidance	1.000	.771
My supervisor helps me know what is expected of me	1.000	.928
My supervisor shows respect for my personal feelings	1.000	.810
My supervisor has a clear understanding of where I am going	1.000	.841
My supervisor acknowledges improvement in my quality of work	1.000	.855
My supervisor see that the interests of employees are given consideration	1.000	.892
I can freely share my ideas, feelings, and hopes	1.000	.840
I can talk freely about the difficulties I am having at work	1.000	.826
The management listen to the difficulties of workers	1.000	.852
The management reacts fast when the workers need help constructively	1.000	.802
I am proud to work at this company	1.000	.886
I would recommend this company as a good place to work to other people	1.000	.863

`

Communalities

	Initial	Extraction
I would prefer to remain with this company	1.000	.873
I am satisfied with this company at the present time	1.000	.873
I am motivated to produce good work	1.000	.894
I am motivated with the rewards provided	1.000	.842
I am motivated to take pride in my work	1.000	.887
I can continue working for very long periods of time	1.000	.846
I feel happy when I am working intensely	1.000	.836
It is difficult to detach myself from my job	1.000	.909
I am immersed in my work	1.000	.664
I feel satisfied I am being paid a fair amount for the work I do.	1.000	.890
There is really too little chance for promotion on my job	1.000	.653
My supervisor is quite competent in doing his/her job	1.000	.743
When I do a good job, I receive the recognition	1.000	.832
I like the people I work with	1.000	.731
My job is very challenging	1.000	.941
The benefits I receive are good	1.000	.803

Communalities

	Initial	Extraction
All in all, I am satisfied with my co-workers	1.000	.774
All in all, I am satisfied with the supervision	1.000	.897
All in all, I am satisfied with my pay	1.000	.847
All in all, I am satisfied with my promotion quality	1.000	.792
All in all, I am satisfied with my job	1.000	.885

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	19.118	57.933	57.933	19.118	57.933	57.933
2	2.577	7.810	65.743	2.577	7.810	65.743
3	1.894	5.740	71.483	1.894	5.740	71.483
4	1.621	4.912	76.395	1.621	4.912	76.395
5	1.266	3.836	80.231	1.266	3.836	80.231
6	1.101	3.338	83.568	1.101	3.338	83.568
7	.932	2.823	86.391			
8	.832	2.521	88.912			
9	.743	2.251	91.163			
10	.636	1.928	93.091			
11	.534	1.619	94.710			
12	.446	1.351	96.061			
13	.282	.855	96.915			
14	.217	.657	97.573			
15	.193	.586	98.158			
16	.157	.475	98.633			
17	.142	.431	99.065			
18	.100	.302	99.367			
19	.079	.239	99.606			
20	.063	.192	99.799			
21	.037	.112	99.910			
22	.022	.067	99.978			
23	.007	.022	100.000			
24	2.230E-015	6.757E-015	100.000			
25	7.057E-016	2.138E-015	100.000			
26	5.884E-016	1.783E-015	100.000			
27	1.470E-016	4.455E-016	100.000			
28	6.377E-017	1.932E-016	100.000			
29	-9.311E-017	-2.822E-016	100.000			
30	-2.088E-016	-6.328E-016	100.000			
31	-2.842E-016	-8.613E-016	100.000			

`

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
1	6.346	19.229	19.229
2	6.248	18.935	38.164
3	4.936	14.958	53.122
4	4.429	13.420	66.542
5	3.177	9.628	76.169
6	2.442	7.399	83.568
7			
8			
9			
10			
11			
12			
13			
14			
15			
16			
17			
18			
19			
20			
21			
22			
23			
24			
25			
26			
27			
28			
29			
30			
31			

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
32	-4.674E-016	-1.416E-015	100.000			
33	-6.387E-016	-1.936E-015	100.000			

Total Variance Explained

Component	Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %
32			
33			

Extraction Method: Principal Component Analysis.

`

Scree Plot
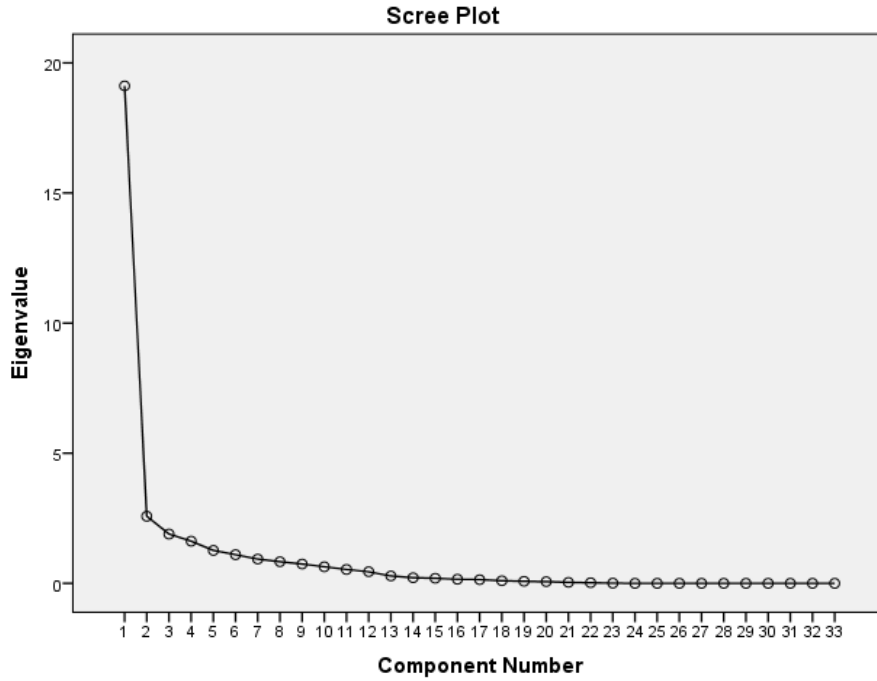
Component Matrix[a]

	Component					
	1	2	3	4	5	6
I am motivated to produce good work	.911					
All in all, I am satisfied with the supervision	.908					
I am proud to work at this company	.905					
I am satisfied with this company at the present time	.895					
I would recommend this company as a good place to work to other people	.889					
All in all, I am satisfied with my job	.873					
I can freely share my ideas, feelings, and hopes	.864					
My supervisor has a clear understanding of where I am going	.850					
I feel happy when I am working intensely	.839			.328		
I would prefer to remain with this company	.830					
I am motivated to take pride in my work	.818		.379			
The management listen to the difficulties of workers	.817	-.327				
My supervisor shows respect for my personal feelings	.811		-.322			
I like the people I work with	.788					

Component Matrix[a]

	Component					
	1	2	3	4	5	6
My supervisor see that the interests of employees are given consideration	.763				-.380	
My supervisor is quite competent in doing his/her job	.758					
When I do a good job, I receive the recognition	.756				.449	
All in all, I am satisfied with my co-workers	.755	-.323				
The management reacts fast when the workers need help constructively	.724			-.404		
I feel satisfied I am being paid a fair amount for the work I do.	.723	.334	.450			
I am immersed in my work	.721					
My supervisor acknowledges improvement in my quality of work	.711		-.394			.406
All in all, I am satisfied with my pay	.706	.518				
The benefits I receive are good	.705	.341	.350			
I can continue working for very long periods of time	.698			.499		
I can talk freely about the difficulties I am having at work	.695				.434	
My supervisor provides me with feedback and guidance	.689	-.305				

Component Matrix[a]

	Component					
	1	2	3	4	5	6
I am motivated with the rewards provided	.688		.556			
All in all, I am satisfied with my promotion quality	.666	.529				
My supervisor helps me know what is expected of me	.662	-.629				
It is difficult to detach myself from my job	.498	.629				.365
My job is very challenging	.472	.355	-.578	.498		
There is really too little chance for promotion on my job	-.423			.317	.495	

Extraction Method used is Principal Component Analysis.[a]
a. 6 components extracted.

Rotated Component Matrix

	Component					
	1	2	3	4	5	6
My supervisor helps me know what is expected of me	.875					
My supervisor see that the interests of employees are given consideration	.780		.346			.349
All in all, I am satisfied with my co-workers	.738			.342		
My supervisor has a clear understanding of where I am going	.663	.461				
My supervisor provides me with feedback and guidance	.647				.398	
I am motivated with the rewards provided	.605		.506	.438		
My supervisor is quite competent in doing his/her job	.523	.520				
All in all, I am satisfied with the supervision	.495	.461	.447	.312	.378	
I like the people I work with	.480	.428		.446		.322
I can talk freely about the difficulties I am having at work		.836				
I would prefer to remain with this company		.729		.302		.358
When I do a good job, I receive the recognition		.638	.409	.483		
The management listen to the difficulties of workers	.589	.634				

40

Rotated Component Matrix

	Component					
	1	2	3	4	5	6
I can freely share my ideas, feelings, and hopes	.387	.626		.459		
I am satisfied with this company at the present time		.622	.343	.356		.301
I am proud to work at this company	.370	.586	.441			.357
My supervisor shows respect for my personal feelings	.501	.552			.383	
I would recommend this company as a good place to work to other people	.537	.538		.336		.339
I feel satisfied I am being paid a fair amount for the work I do.			.820			
The benefits I receive are good			.787			
All in all, I am satisfied with my pay		.303	.731		.356	
All in all, I am satisfied with my promotion quality			.614	.322	.324	.429
I can continue working for very long periods of time				.802		
I feel happy when I am working intensely	.454			.642		
I am motivated to take pride in my work	.444		.500	.627		
I am immersed in my work			.367	.592		
I am motivated to produce good work	.365	.451	.462	.548		
My job is very challenging				.448	.825	

Rotated Component Matrix

	Component					
	1	2	3	4	5	6
It is difficult to detach myself from my job			.571		.733	
My supervisor acknowledges improvement in my quality of work	.360	.404			.690	
All in all, I am satisfied with my job		.492		.424	.504	
There is really too little chance for promotion on my job						-.763
The management reacts fast when the workers need help constructively	.355	.514				.595

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.[a]
a. Rotation converged in 35 iterations.

Component Transformation Matrix

Component	1	2	3	4	5	6
1	.503	.520	.413	.410	.275	.249
2	-.660	-.178	.572	.117	.428	.089
3	.135	-.321	.541	.281	-.680	-.212
4	.134	-.368	-.295	.633	.373	-.469
5	-.354	.665	-.003	.082	-.156	-.634
6	.387	-.132	.350	-.576	.339	-.514

Extraction Method: Principal Component Analysis.
Rotation Method: Varimax with Kaiser Normalization.

RELIABILITY

/VARIABLES=MysupervisorprovidesmewithfeedbackandguidanceMysupervisorhelpsmeknowwhatisexpectedofme
MysupervisorshowsrespectformypersonalfeelingsMysupervisorhasaclearunderstandingofwhereIamgoing
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA
 /STATISTICS=DESCRIPTIVE SCALE CORR
 /SUMMARY=TOTAL MEANS.

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.900	.904	4

Item Statistics

	Mean	Std. Deviation	N
My supervisor provides me with feedback and guidance	4.04	1.042	24
My supervisor helps me know what is expected of me	4.33	.868	24
My supervisor shows respect for my personal feelings	3.88	1.191	24
My supervisor has a clear understanding of where I am going	3.88	1.076	24

Inter-Item Correlation Matrix

	My supervisor provides me with feedback and guidance	My supervisor helps me know what is expected of me	My supervisor shows respect for my personal feelings	My supervisor has a clear understanding of where I am going
My supervisor provides me with feedback and guidance	1.000	.705	.705	.742
My supervisor helps me know what is expected of me	.705	1.000	.547	.745
My supervisor shows respect for my personal feelings	.705	.547	1.000	.768
My supervisor has a clear understanding of where I am going	.742	.745	.768	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	4.031	3.875	4.333	.458	1.118	.047	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation
My supervisor provides me with feedback and guidance	12.08	7.819	.805	.654
My supervisor helps me know what is expected of me	11.79	9.042	.727	.620
My supervisor shows respect for my personal feelings	12.25	7.326	.752	.643
My supervisor has a clear understanding of where I am going	12.25	7.413	.857	.748

Item-Total Statistics

	Cronbach's Alpha if Item Deleted
My supervisor provides me with feedback and guidance	.861
My supervisor helps me know what is expected of me	.893
My supervisor shows respect for my personal feelings	.886
My supervisor has a clear understanding of where I am going	.841

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
16.13	13.592	3.687	4

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.675	.691	2

Item Statistics

	Mean	Std. Deviation	N
My supervisor acknowledges improvement in my quality of work	3.71	1.268	24
My supervisor see that the interests of employees are given consideration	3.83	.963	24

Inter-Item Correlation Matrix

	My supervisor acknowledges improvement in my quality of work	My supervisor see that the interests of employees are given consideration
My supervisor acknowledges improvement in my quality of work	1.000	.528
My supervisor see that the interests of employees are given consideration	.528	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.771	3.708	3.833	.125	1.034	.008	2

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
7.54	3.824	1.956	2

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.836	.837	2

Item Statistics

	Mean	Std. Deviation	N
I can freely share my ideas, feelings, and hopes	3.75	1.225	24
I can talk freely about the difficulties I am having at work	3.88	1.296	24

Inter-Item Correlation Matrix

	I can freely share my ideas, feelings, and hopes	I can talk freely about the difficulties I am having at work
I can freely share my ideas, feelings, and hopes	1.000	.719
I can talk freely about the difficulties I am having at work	.719	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.813	3.750	3.875	.125	1.033	.008	2

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
7.63	5.462	2.337	2

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.801	.801	2

Item Statistics

	Mean	Std. Deviation	N
The management listen to the difficulties of workers	3.75	1.189	24
The management reacts fast when the workers need help constructively	3.63	1.135	24

Inter-Item Correlation Matrix

	The management listen to the difficulties of workers	The management reacts fast when the workers need help constructively
The management listen to the difficulties of workers	1.000	.669
The management reacts fast when the workers need help constructively	.669	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.688	3.625	3.750	.125	1.034	.008	2

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
7.38	4.505	2.123	2

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.948	.949	4

Item Statistics

	Mean	Std. Deviation	N
I am proud to work at this company	3.96	1.042	24
I would recommend this company as a good place to work to other people	3.88	1.116	24
I would prefer to remain with this company	3.58	1.213	24
I am satisfied with this company at the present time	3.67	1.204	24

Inter-Item Correlation Matrix

	I am proud to work at this company	I would recommend this company as a good place to work to other people	I would prefer to remain with this company	I am satisfied with this company at the present time
I am proud to work at this company	1.000	.856	.812	.821
I would recommend this company as a good place to work to other people	.856	1.000	.795	.777
I would prefer to remain with this company	.812	.795	1.000	.883
I am satisfied with this company at the present time	.821	.777	.883	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.771	3.583	3.958	.375	1.105	.031	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
15.08	18.167	4.262	4

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.915	.920	3

Inter-Item Correlation Matrix

	I am motivated to produce good work	I am motivated with the rewards provided	I am motivated to take pride in my work
I am motivated to produce good work	1.000	.673	.868
I am motivated with the rewards provided	.673	1.000	.841
I am motivated to take pride in my work	.868	.841	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.875	3.583	4.125	.542	1.151	.075	3

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
11.63	8.505	2.916	3

`

RELIABILITY

/VARIABLES=IcancontinueworkingforverylongperiodsoftimeIfeelhappywhenIamworkingintenselyItisdifficulttodetac
hmyselffrommyjobIamimmersedinmywork
 /SCALE('ALL VARIABLES') ALL
 /MODEL=ALPHA
 /STATISTICS=DESCRIPTIVE SCALE CORR
 /SUMMARY=MEANS.

Reliability

Notes		
Output Created		23-APR-2020 21:01:40
Comments		
Input	Data	D:\DSM\SEM IV/MAJOR PROJECT\Research Papers\Research Paper Analysis.sav
	Active Dataset	DataSet2
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	24
	Matrix Input	
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data for all variables in the procedure.
Syntax		RELIABILITY

/VARIABLES=Icancontinuew orkingforverylongperiodsofti melfeelhappywhenIamworkin gintenselyItisdifficulttodetach myselffrommyjobIamimmers edinmywork
  /SCALE('ALL VARIABLES') ALL
   /MODEL=ALPHA

/STATISTICS=DESCRIPTIV E SCALE CORR
  /SUMMARY=MEANS. |
| Resources | Processor Time | 00:00:00.02 |
| | Elapsed Time | 00:00:00.01 |

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.818	.817	4

Item Statistics

	Mean	Std. Deviation	N
I can continue working for very long periods of time	3.75	1.189	24
I feel happy when I am working intensely	3.88	1.154	24
It is difficult to detach myself from my job	3.46	1.103	24
I am immersed in my work	3.58	1.018	24

Inter-Item Correlation Matrix

	I can continue working for very long periods of time	I feel happy when I am working intensely	It is difficult to detach myself from my job	I am immersed in my work
I can continue working for very long periods of time	1.000	.800	.390	.665
I feel happy when I am working intensely	.800	1.000	.389	.546
It is difficult to detach myself from my job	.390	.389	1.000	.371
I am immersed in my work	.665	.546	.371	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.667	3.458	3.875	.417	1.120	.034	4

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
14.67	12.928	3.595	4

Reliability

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.575	.626	6

Item Statistics

	Mean	Std. Deviation	N
I feel satisfied I am being paid a fair amount for the work I do.	3.50	1.251	24
There is really too little chance for promotion on my job	3.79	1.215	24
My supervisor is quite competent in doing his/her job	3.67	.963	24
When I do a good job, I receive the recognition	4.17	.917	24
I like the people I work with	3.88	1.191	24
My job is very challenging	3.42	1.283	24

Inter-Item Correlation Matrix

	I feel satisfied I am being paid a fair amount for the work I do.	There is really too little chance for promotion on my job	My supervisor is quite competent in doing his/her job	When I do a good job, I receive the recognition
I feel satisfied I am being paid a fair amount for the work I do.	1.000	-.215	.505	.606
There is really too little chance for promotion on my job	-.215	1.000	-.248	-.163
My supervisor is quite competent in doing his/her job	.505	-.248	1.000	.607
When I do a good job, I receive the recognition	.606	-.163	.607	1.000
I like the people I work with	.423	-.379	.606	.657
My job is very challenging	.081	-.249	.293	.419

Inter-Item Correlation Matrix

	I like the people I work with	My job is very challenging
I feel satisfied I am being paid a fair amount for the work I do.	.423	.081
There is really too little chance for promotion on my job	-.379	-.249
My supervisor is quite competent in doing his/her job	.606	.293
When I do a good job, I receive the recognition	.657	.419
I like the people I work with	1.000	.320
My job is very challenging	.320	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.736	3.417	4.167	.750	1.220	.074	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.42	15.123	3.889	6

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

`

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.575	.626	6

Inter-Item Correlation Matrix

	I feel satisfied I am being paid a fair amount for the work I do.	There is really too little chance for promotion on my job	My supervisor is quite competent in doing his/her job	When I do a good job, I receive the recognition
I feel satisfied I am being paid a fair amount for the work I do.	1.000	-.215	.505	.606
There is really too little chance for promotion on my job	-.215	1.000	-.248	-.163
My supervisor is quite competent in doing his/her job	.505	-.248	1.000	.607
When I do a good job, I receive the recognition	.606	-.163	.607	1.000
I like the people I work with	.423	-.379	.606	.657
My job is very challenging	.081	-.249	.293	.419

Inter-Item Correlation Matrix

	I like the people I work with	My job is very challenging
I feel satisfied I am being paid a fair amount for the work I do.	.423	.081
There is really too little chance for promotion on my job	-.379	-.249
My supervisor is quite competent in doing his/her job	.606	.293
When I do a good job, I receive the recognition	.657	.419
I like the people I work with	1.000	.320
My job is very challenging	.320	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.736	3.417	4.167	.750	1.220	.074	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
22.42	15.123	3.889	6

Scale: ALL VARIABLES

Case Processing Summary

		N	%
Cases	Valid	24	100.0
	Excluded	0	.0
	Total	24	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.908	.910	6

Item Statistics

	Mean	Std. Deviation	N
The benefits I receive are good	3.58	1.060	24
All in all, I am satisfied with my co-workers	3.79	1.141	24
All in all, I am satisfied with the supervision	3.67	1.129	24
All in all, I am satisfied with my pay	3.29	1.268	24
All in all, I am satisfied with my promotion quality	3.17	1.129	24
All in all, I am satisfied with my job	3.63	1.056	24

Inter-Item Correlation Matrix

	The benefits I receive are good	All in all, I am satisfied with my co-workers	All in all, I am satisfied with the supervision	All in all, I am satisfied with my pay
The benefits I receive are good	1.000	.536	.678	.709
All in all, I am satisfied with my co-workers	.536	1.000	.720	.404
All in all, I am satisfied with the supervision	.678	.720	1.000	.709
All in all, I am satisfied with my pay	.709	.404	.709	1.000
All in all, I am satisfied with my promotion quality	.642	.332	.557	.724
All in all, I am satisfied with my job	.593	.654	.839	.670

Inter-Item Correlation Matrix

	All in all, I am satisfied with my promotion quality	All in all, I am satisfied with my job
The benefits I receive are good	.642	.593
All in all, I am satisfied with my co-workers	.332	.654
All in all, I am satisfied with the supervision	.557	.839
All in all, I am satisfied with my pay	.724	.670
All in all, I am satisfied with my promotion quality	1.000	.638
All in all, I am satisfied with my job	.638	1.000

Summary Item Statistics

	Mean	Minimum	Maximum	Range	Maximum / Minimum	Variance	N of Items
Item Means	3.521	3.167	3.792	.625	1.197	.057	6

Scale Statistics

Mean	Variance	Std. Deviation	N of Items
21.13	31.679	5.628	6

`

10. REFERENCES

1. https://scindeks-clanci.ceon.rs/data/pdf/2334-735X/2013/2334-735X1302077V.pdf
2. https://opus.govst.edu/cgi/viewcontent.cgi?article=1368&context=capstones
3. https://pdfs.semanticscholar.org/6b93/cf42e0f4da94c923ca868eb728211fb3d3f7.pdf
4. https://www.ncbi.nlm.nih.gov/pmc/articles/PMC5423407/
5. https://ajmeier.expressions.syr.edu/wp-content/uploads/2017/03/Job-satisfaction-and-work-engagement-.pdf
6. https://www.shrm.org/hr-today/trends-and-forecasting/research-and-surveys/Documents/2016-Employee-Job-Satisfaction-and-Engagement-Report.pdf
7. https://journals.sagepub.com/doi/pdf/10.1177/1523422317742987
8. https://pdfs.semanticscholar.org/8d33/2658484acc3792d3fab9e06f6d333a6d6123.pdf
9. http://www.indianjournalofmanagement.com/index.php/pijom/article/view/147813
10. http://ijepr.org/panels/admin/papers/247ij8.pdf
11. http://academicscience.co.in/admin/resources/project/paper/f201803111520761167.pdf
12. https://repository.ihu.edu.gr/xmlui/bitstream/handle/11544/790/zikouridis_f.pdf?sequence=1
13. https://academicjournals.org/article/article1379861460_Sowmya%20and%20Panchanatham.pdf
14. https://www.dpublication.com/wp-content/uploads/2019/06/7-2017-KICONF02.pdf
15. https://www.researchgate.net/publication/266908603_Job_Satisfaction_of_Employees_in_Banking_Sector_A_Case_Study_on_Janata_Bank_Limited/link/543e84650cf2eaec07e645ea/download

`

11. ANNEXURE

Student ID/Roll No:	2K19/DMBA/084
Full Name:	Salla Sangeetha
Contact Number:	+91 8333953777
Name of the Project:	THE RELATIONSHIP BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT
Type of Project:	Major Research Project Program in 2020-2021 Academic year
Start Date of Project:	4th January 2021
End Date of Project:	25th April 2021
Location:	Virtual Project
Name of Mentor:	Mr. Chandan Sharma
Name of the University:	Delhi School of Management, Delhi Technological University.

turnitin

Salla Sangeetha(2k19DMBA084) - Major Research Project Repor...

Sources Overview

15%

OVERALL SIMILARITY

●	**www.researchgate.net** INTERNET	**8%**
●	**www.coursehero.com** INTERNET	**3%**
●	**journals.sagepub.com** INTERNET	**1%**
●	**opus.govst.edu** INTERNET	**<1%**
●	**dspace.dtu.ac.in:8080** INTERNET	**<1%**
●	**University of West London on 2020-05-19** SUBMITTED WORKS	**<1%**
●	**ecopeaceme.org** INTERNET	**<1%**
●	**repository.ihu.edu.gr** INTERNET	**<1%**
●	**Delhi Technological University on 2020-09-07** SUBMITTED WORKS	**<1%**
●	**ajmeier.expressions.syr.edu** INTERNET	**<1%**
●	**Hazel Trapero, Joel Ilao, Rutcher Lacaza. "An Integrated Theory for Chatbot Use in Air Travel: Questionnaire Development and Validatio...** CROSSREF	**<1%**
●	**academicscience.co.in** INTERNET	**<1%**
●	**Open University Malaysia on 2020-05-05** SUBMITTED WORKS	**<1%**

Excluded search repositories:

- None

Excluded from Similarity Report:

- Bibliography
- Quotes
- Small Matches (less than 12 words).

Excluded sources: