

Enhancing the Job Satisfaction Level Through Dimensions of Employee Engagement: An Empirical Study on Private Sector Bank Managers

–Poornima Tejpal*

ABSTRACT

Purpose: *The purpose of the study is to analyse how the of job satisfaction level can be enhanced through employee engagement and its dimensions namely, vigour, dedication and absorption. Augmenting the job satisfaction levels can increase the employee retention in organizations. Research has proved that engaged employees can act as competitive advantage for organizations and creates quality workforce that is fully committed.*

Methodology: *The study was administered on 96 Managers who were representatives of 4 private sector banks in Delhi/NCR. Variables in the study were assessed using validated instruments. Descriptive Statistics, Correlation and Regression were used for data analysis.*

Implications: *Indian private banking sector has undergone incredible change in the last few decades. Due to enormously competitive scenario; it is relevant to note that banks need to distinguish themselves from each other. Enough research has been on the concept of employee engagement and its vitality to employee's wellbeing, but there is limited research on employee engagement dimensions and relation between job satisfaction. The current research is imperative in providing insights into relation between employee engagement dimensions and its impact on job satisfaction levels.*

Keywords: *Job Satisfaction, Employee Engagement, Vigour, Dedication, Absorption Private Sector Banks*

* Assistant Professor – Galgotias University, Greater Noida, Gautam Buddh Nagar, Uttar Pradesh, India. E-mail: poornima_tejpal@yahoo.com

INTRODUCTION

Engagement is defined as an affirmative association with one's work, which is characterized by a sense of significance, competency, and impact (Macey & Schneider, 2008). Research on the topic has proliferated from the literature on burnout. Employee Engagement was initially considered as the exact opposite of burnout, but research has confirmed that it is definitely a different construct from burnout (Demerouti, Bakker, Nachreiner, & Schaufeli, 2001). Though, in spite of the criticism that employee engagement is job satisfaction only, that too beneath a new name (Macey & Schneider, 2008). Little research till date has attempted to distinguish engagement and job satisfaction. The current study examines the relationship between employee engagement dimensions and job satisfaction using descriptive analysis, correlation and regression analysis.

LITERATURE REVIEW

Employee Engagement

Although, the concept of employee engagement is comparatively novel, it has already become a blistering topic in the corporate corridors. Researchers established that engagement builds a scenario where employees feel closely connected with their immediate managers, co-workers and their organizations. Also creates an engaging environment where employees have optimistic outlook towards their job and are keen to do quality job. In the academic circles, the idea of engagement is symbolized by four main approaches: need satisfaction view of Kahn (Kahn, 1990), burnout view of Maslach et.al.'s (Maslach, Schaufeli and Leiter, 2001), satisfaction-engagement view of Harter et.al.'s (Harter, Schmidt and Hayes, 2002), and multidimensional view of Saks's (Saks, 2006). Though all these views are relatively diverse, but they add to the in-depth understanding of employee engagement.

The significance of engagement is demonstrated by the literature on the concept, which also illustrates that an engaging environment in an organization pays off. Researchers verified and demonstrated that employee engagement enhances organization's performance and accomplishment (Salanova et al. 2003; Harter et al., 2002). Most of the organizations are looking for the progression of the engagement for employees as a priority

(Ketter, 2008). Johnson in his book “The New Rules of Engagement” wrote that “the skill to engage employees, to make them work in your organizations will be one of the challenging organizational battles in 10 years” (Johnson, 2004, p.1, as cited by Sange and Srivasatava, 2012). CEOs worldwide perceived employee engagement as one of the top five most imperative challenges for management and as a route to customer retention and revenue (Wah, 1999).

Work engagement is defined as follows (Schaufeli, Salanova, González-Romá & Bakker, 2001):

“Engagement is an optimistic, satisfying, job-related condition of mind that is categorized by vigor, dedication, and absorption. Rather than a temporary and precise state, engagement refers to a more continual and invasive affective-cognitive state that is not focused on any particular object, event, individual, or behavior. Vigor is defined by elevated levels of energy and mental flexibility while working, the eagerness to put in efforts in one’s work, and determination even in the face of hitches. Dedication refers to being sturdily occupied in one’s work and experiencing a sense of meaning, keenness, motivation, superiority, and challenge. Absorption is regarded as being fully concerted and gladly immersed in one’s work, whereby time goes by speedily and one has problems with detaching oneself from work”.

Vigor and dedication are being sighted as direct opposites of exhaustion and cynicism. The gamut that is covered by vigor and exhaustion has been labelled as energy or activation, whereas the gamut that is covered by dedication and cynicism has been labelled as recognition or identification (Schaufeli & Bakker, 2001). Hence, work engagement is categorized by high levels of energy and strong recognition that an individual has with his/her work. On the other hand, Burnout is considered as the opposite, i.e., low levels of energy combined with reduced recognition with one’s work. Engagement is also categorized by being engrossed and happily immersed in one’s work, a condition that we have describe as *absorption*.

Based on the above stated definition, a questionnaire, called the Utrecht Work Engagement Scale (UWES, Schaufeli and Bakker, 2003) has been developed which comprises of the three constituting facets of work engagement, i.e., vigor, dedication, and absorption. Vigor is measured by the six items (please see measures in method of analysis) that refers to higher levels of energy and flexibility, the keenness to put in efforts, not being easily exhausted, and determination in the times of difficulties. Those who attain high scores on vigor are usually the one’s having a large

amount energy, enthusiasm and determination when working, whereas those who attain a low score on vigor have a lesser amount of energy, enthusiasm and determination as far as their work is concerned. Dedication is measured by five items that refers to obtaining a sense of connotation from one's work, feeling passionate and conceited about one's job and feeling motivated and challenged by it. Those who attain high scores on dedication sturdily identify themselves with their work because it is experienced as significant, stimulating, and challenging. Moreover, they frequently feel passionate and proud about their work. Those who attain low scores do not identify with their work since they do not experience it to be significant, stimulating, or challenging; moreover, such individuals neither feel passionate nor proud about their work. Absorption is measured by six items that refers to being completely and gladly engrossed in one's work and feeling difficult to detach oneself from it, such that time passes quickly that one fails to remember everything else that is around. Those who attain high scores on absorption feel that they generally are gladly engrossed in their work, feel immersed in their works and have problems detaching from it as they get carried away by it. As a result, everything else around them is completely forgotten and it seems that time has flown. Those who attain low scores on absorption do not experience engrossment or feeling of being immersed in their work; neither do they have difficulties in detaching from it, nor do they fail to remember everything else around them, including the time.

The probable consequences of work engagement relate to positive and constructive *attitudes* towards the work and the organization, such as organizational commitment, job satisfaction and low turnover intention (Schaufeli, Taris & Van Rhenen, 2008; Demerouti et al., 2001). Also it relates to the positive organizational behavior such as, learning motivation and personal initiative (Sonnentag, 2008), proactive behavior (Salanova & Schaufeli, 2008) and extra-role behavior (Salanova, Agut & Peiró, 2005). In addition, research has also demonstrated that engagement has significant positive relation to health; that is levels of sadness and agony are lower (Schaufeli, Taris & Van Rhenen, 2008).

JOB SATISFACTION

Job satisfaction has been defined in a diverse ways. A common definition of job satisfaction is how much an individual is fond of his/her job (Spector, 1997). Job satisfaction has been conceptualized as an evaluation of an

individual's job (i.e. cognitive variable), an emotional reaction to one's job, or an outlook towards one's job (Weiss, 2002; Weiss & Brief, 2001; Brief, 1998; Spector, 1997). Job satisfaction can also be considered as a global aspect or facet approach, i.e., global job satisfaction refers to an overall general feeling towards the particular job (Spector, 1997). Global job satisfaction predicts absenteeism (Wegge, Schmidt, Parkes & Van Dick, 2007), turnover (Saari & Judge, 2004) and organizational citizenship behaviors (Organ & Ryan, 1995). The global facet approach is used to find out those aspects of the job environment that produce satisfaction or dissatisfaction. Some of these aspects to be measured are satisfaction with the job itself, coworkers, supervisor, pay, opportunities for promotion and the work environment. Job Satisfaction has been comprehensively studied since 1930s. One of the prime prelude to the study of job satisfaction was the Hawthorne studies. These studies (1924–1933), primarily credited to Elton Mayo, Harvard Business School, attempted to find the effects of various conditions (particularly illumination) on the productivity of workers.

Managers today find it difficult to disregard the issue of job satisfaction at a time when the meaningfulness of work is demanded. The two pivotal reasons as why managers are concerned with job satisfaction are: first, they have a responsibility to provide the employees with a pleasing work environment. Secondly, they consider that the behaviour of satisfied employees will provide positive and constructive contributions to the organizations. Research has demonstrated that job satisfaction has a direct impact on turnover too (Fishbein & Ajzen, 1975). Therefore, it is vital for the organizations to attain a minimum level of productivity and also provide a minimum level of job satisfaction for its employees.

Many studies have been conducted to determine factors that affect job satisfaction. Locus of control, organizational involvement, age, role identity and dual career are some of those factors (Dodd-McCue & Wright, 1996). Though the employees do understand that the physical settings are vital for job conditions; however they also regard such factors as pay, job security and amicable colleagues (Crouch & Nimran, 1989). Herzberg's theory suggests that adequate work surroundings do not considerably enhance job satisfaction levels, but that inadequate surroundings certainly lead to dissatisfaction (Herzberg, 1966; Herzberg, Mausner & Snyderman, 1959). Pierce and Newstrom (1982) and Ralston (1989) both verified with the use of flexible work schedules the level of job satisfaction was higher than with predetermined working hours. Compensation and job characteristics are the vital components of

satisfaction. Some studies demonstrated that perceived low chances of organizational career and promotion opportunities, lack of appreciation and mentorship are contributing factors leading to job dissatisfaction (Moore, 2000; Igarria & Greenhaus, 1991). Thomas and Ganster (1995) verified the influence of organizational policies on level of job satisfaction and found that organizational policies have significant impact on levels of job satisfaction.

JOB SATISFACTION AND EMPLOYEE ENGAGEMENT

In the recent times, managers agree that organizations are demanding higher productivity and efficiency, than in earlier times. Organizations are trying to augment their performance so as to be ahead of the competitors. At some point, satisfied employees who are contented with their work experience was a good resort for accomplishment, as satisfied employees who wants to stay with the organizations contributed to the workforce productivity and stability (Sanchez and McCauley, 2006). But times have changed now. These days, the business environment has become global and intensely competitive; merely satisfied and stable employees are not adequate to attain essential business results. Abraham (2012) demonstrated that satisfied employees may just meet up the basic requirements of a job, but this does not assures higher performance. And in order to compete successfully, employers must go ahead of satisfaction; they must be willing to do their best to motivate their employees to bring out their full potential and abilities to their work; if they do not the significant part of the employee's talent remains unavailable for the organizations. Thus, organizations now anticipate their employees to be full of zeal and show enterprise at work, take responsibility for their own progression, strive for enhanced quality performance, be vigorous and committed to what they do; in other words organizations want engaged employees (Leiter and Bakker, 2010). Other researchers demonstrated that employee engagement is one of the preeminent tools in the organization's repertoire to attain competitive advantage and stay ahead of competition (Rashid et al., 2011).

Job satisfaction is diverse from engagement in two ways. First, job satisfaction can be experienced at different levels i.e., global facet satisfaction; is a function of an individual's perception and concern towards the job (Brief, 1998; Spector, 1997; Organ & Near, 1985), whereas work

engagement is concerned with the content of the job of an individual (Maslach & Goldberg, 1998). Secondly, research has demonstrated that job satisfaction is negatively associated with demands at workplace (Macklin, Smith & Dollard, 2006); in contrast work engagement has been positively associated with demands at the workplace (Saks, 2006). Thus, increased demands at workplace may facilitate organizations to promote engagement, albeit, when they are not overwhelming. In comparison, increased demands at workplace usually result in lower levels of job satisfaction.

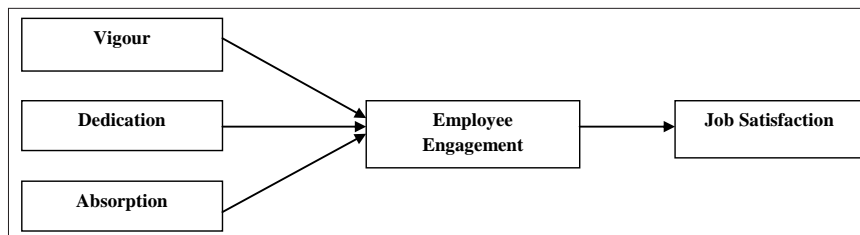
RESEARCH GAP

The term employee engagement has achieved popularity over the past decades. Research has demonstrated that the constructive outcomes of employee engagement make organizations build up a culture of commitment at work as primacy for an organization. Although enough is researched about employee engagement, but little is known about the engagement dimensions and job satisfaction relation of middle level managers of private banks in India. Due to paucity of research done on the relation between employee engagement dimensions and job satisfaction, the current study will be pivotal and relevant for private sector banks in specific and Indian Banking sector in general.

HYPOTHESES DEVELOPMENT

Based on the previous research the present study proposes following hypothetical research models:

Figure 1: Employee Engagement Dimensions impacts Job satisfaction



- H1: Employee Engagement has an impact on Job Satisfaction
- H2: Vigour has an impact on Job Satisfaction
- H3: Dedication has an impact on Job Satisfaction
- H4: Absorption has an impact on Job Satisfaction

Numerous definitions of engagement are established in the literature. Conceptualization of engagement varies from proactive personalities to role expansion of individuals employed (Macey & Schneider, 2008). This uncertainty has been increased by surveys that cover an array of job-related constructs under the repertoire “employee engagement.” Such surveys frequently combine constructs such as job satisfaction, employee involvement, employee morale and role ambiguity. One of such surveys is the Gallup Workplace Audit, which consists of items that assess quite a few constructs such as job satisfaction, role ambiguity and community at work (Harter, Schmidt, & Keyes, 2002). Yet, small number of empirical research has been conducted in the literature to distinguish the above stated constructs.

The three-factor structure is a most popular factor structure of engagement (Schaufeli, Martinez, Marques, Salanova & Bakker, 2002; Schaufeli, Salanova, Gonzalez-Roma & Bakker, 2002). However, several researchers have recommended that engagement may perhaps have a single construct (Britt, Dickinson, Greene, & McKibben, 2007; Shirom, 2003). The Utrecht Work Engagement Scale is the most popular theory and measure of engagement in the literature (UWES; Schaufeli, Salanova, et al., 2002). This instrument is also been used in present study to understand employee engagement dimensions. In this measure, engagement is conceptualized as an optimistic, constructive, gratifying state at work that is defined by three dimensions namely, vigor, dedication, and absorption. Vigor is the profusion of energy such as mental hardiness and perseverance regardless of hitches (Schaufeli & Bakker, 2004). Dedication, the second facet of engagement, is illustrated by a sense of passion, significance, challenge, keenness, pride and motivation (Schaufeli, Salanova, et al., 2002). Last, Absorption is regarded as strong attention and inclination with one’s work. For an individual who feels absorbed, time passes by speedily and it is not easy to detach from one’s work.

The Conservation of Resource theory states that promotion of shared support and engaging in physical fitness the engaged employees build more resources in the organizational environment, which eventually produces positive emotions (Hobfoll, 1989). These constructive and positive emotions take the shape of vigor. Vigor in the organizational surroundings leads to enhancement in commitment, as the employees invest in the organizational surroundings. Lastly, vigorous and committed employees become engrossed in their work and often lose track of time, having absorption. This process shows they are separate, though interconnected constructs.

Macey and Schneider (2008) conferred that work engagement has a theoretical overlap with that of job involvement, job satisfaction, organizational commitment, and employee empowerment. They illustrate work engagement as a combination of the above stated constructs. Although there is likeness among the constructs and some theoretical overlap, research and theory have confirmed that engagement is theoretically and empirically diverse from burnout, job involvement and organizational commitment (Hallberg & Schaufeli, 2006; Schaufeli & Bakker, 2004). These outcomes advocate that engagement is not merely renaming of the previous constructs. Due to paucity of literature stating that employee engagement dimensions impact job satisfaction levels of individuals, current study will be one of the pioneers to verify and demonstrate that employee engagement dimensions i.e., vigour, dedication and absorption significantly impacts job satisfaction.

METHOD OF ANALYSIS

Data Collection: Out of 100 questionnaires, 96 usable responses were obtained from the middle-level managers belonging to Private Sector Banks were the sample for the present study. The employees were both males and females and. The data was collected from the Private Banks in Delhi NCR.

Measures: Two measures were used in the study to assess Employee Engagement, Job Satisfaction and Employee Engagement Dimensions. Employee Engagement was conceptualized as independent variable, whereas Job Satisfaction as dependent variable. The measures used in this study were borrowed from their original source.

Employee Engagement Questionnaire: The Utrecht Work Engagement scale used in the present study was developed by Schaufeli & Bakker (2003) consists of 17 statements, and involves three independent aspects of the employee engagement: Vigour (6 items), Dedication (5 items) and Absorption (6 items), ranging from strongly agree (6) to strongly disagree (1) was used in the present study. A satisfactory reliability was found for this scale (Schaufeli & Bakker, 2003). The Cronbach alpha was found to be .94 for this scale.

Job Satisfaction Survey (JSS): This scale developed by Spector (1994) consists of 36 items, and involves nine independent aspects of job satisfaction: Pay (4 items), Promotion (4 items), Supervision (4 items), Fringe Benefits (4 items), Contingent rewards (4 items), Operating conditions (4 items), Coworkers (4 items), Nature of work (4 items),

Communication (4 items), ranging from agree very much (6) disagree very much (1) was used in the present study. A satisfactory reliability was found for this scale (Spector, 1994). The Cronbach alpha was found to be .83 for this scale.

RESULTS

Descriptive Analysis, Reliabilities and Correlation Analysis

The reliability of scale indicates that the study is free from random error. Reliability is measured in this study using Cronbach's coefficient alpha, (α). Table 1 indicates the result of reliability analysis of the Cronbach's alpha scale for Job Satisfaction, Employee Engagement and Employee Engagement Dimensions – Vigour, Dedication and Absorption, where its value is more than 0.7. This signifies that the instruments used are reliable to measure the constructs consistently (Nunnally, 1978).

Table 1. Mean, Standard Deviations, Reliabilities and Correlations on for the Total Sample

S.No.	Variables	Mean	S.D.	Correlations				
				1	2	3	4	5
1	Job Satisfaction	132.09	18.06	.83	.541**	.507**	.458**	.520**
2	Employee Engagement	70.52	14.40	.541**	.94	.933**	.916**	.903**
3	Vigour	24.25	5.25	.507**	.933**	.83	.816**	.753**
4	Dedication	21.39	4.98	.458**	.916**	.816**	.88	.719**
5	Absorption	24.87	5.46	.520**	.903**	.753**	.719**	.87

Source: Developed by the author on the basis of data collected for the present study

N = 96, ** Correlation is significant at the 0.01 level (2-tailed). Reliabilities of the measures are stated on the diagonal.

Job Satisfaction is positively and significantly related to employee engagement. Also, it is positively related to Vigour, Dedication and Absorption dimensions of employee engagement. The relation is statistically significant too.

Regression Analysis

Table 2 represents the regression analysis of the study variables. It was performed to test the hypotheses for overall measure of Job Satisfaction.

Equation:

$$JS = A + \beta_1X_1 + \beta_2X_2 + \beta_3X_3$$

Job Satisfaction=Intercept +Coefficient (Vigour) + Coefficient (Dedication) + Coefficient (Absorption)

One regression equation was used for the analysis of the present study. Equation included three independent variables (Vigour, Dedication and Absorption) and one Dependent Variable (Job Satisfaction). The result in the case of equation, **30% of the outcome is statistically significant.**

Table 2: Results of Regression Model

Variables	JS=A+β1X1+ β2X2+ β3X3
Job Satisfaction	-
Vigour	.507**
Dedication	.458**
Absorption	.520**
R ²	.302
Adj R ²	.279
Change in R ²	.302
Sig. F Change	.000

N = 96, ** p < .01

Table 2 demonstrates that, as a set of predictors, the Employee Engagement dimensions explain 30% of Variance in Job Satisfaction. It means that the Employee Engagement dimensions play a vital role in Job Satisfaction. Specifically; it can be observed that all the dimensions of Employee Engagement are positively and significantly related to Job Satisfaction. Thus, the hypotheses H1, H2, H3 and H4 of the current study are proved by the results.

DISCUSSION AND CONCLUSION

Satisfaction with one’s job may be a facet of engagement. In fact, an optimistic emotional attitude toward one’s job may facilitate vigour at work, a sense of significance and a captivation in one’s jobs. Both engagement and job satisfaction involves an optimistic emotional and cognitive association with one’s work environment (Schaufeli & Bakker, 2004; Spector, 1997), but engagement entails more activated involvement with the work environment than merely being satisfied (Schaufeli & Bakker, 2004). Although employee satisfaction and employee engagement are both vital to sustain a cheerful and industrious workforce, attaining satisfaction without engagement will have drastically lesser amount of

impact on organizational outcomes. Engaged employees are emotionally dedicated to working hard, signifying initiative and expending additional discretionary efforts and that too in alignment with tactical priorities so as to move the organization towards progression. It's no doubt that employee engagement has been coupled with higher customer satisfaction and employee's productivity as well as reduced turnover rates.

Organizations must accept a more vibrant approach to both engagement and satisfaction that integrates more recurrent measurements and not just a once year snapshot to discover trends and produce effective change. HR leaders can build up and execute engagement initiatives and different management strategies that not only take into account employees' current perceptions, but also their previous experiences and potential expectations. Organizations can attain this by taking the engagement and satisfaction pulse of employees regularly during the year. More constant augmentation in employee engagement that steers competitive accomplishment and bottom-line results is the end result. Engaged employees frequently experience positive constructive emotions at work such as cheerfulness, joy, keenness, curiosity and gratification. In addition, employees with a high level of engagement may affect their coworkers by transferring affirmative emotions and experiences and thereby creating an optimistic collaborative team culture. Furthermore, engagement is positively associated to the health of employees (Bakker and Demerouti 2008). Engaged employees accomplish better results on a daily basis, they are organizing their own work schedules and personal resources; as a result facilitating engagement development. Furthermore, they have fewer sick days per year (Gallup 2003).

According to Saks (2006), engagement significantly predicts job satisfaction, intention to quit, employee commitment and organizational citizenship behaviour. Engaged employees articulate positively about the organization and commend its products or services and becomes the advocate for the workplace (Baumruk 2004). Employees with a high level of engagement are able to enhance customer satisfaction by providing superior services to customers. Engagement also leads to enhanced productivity and profits and reduction of labour turnover (Harter et al. 2002; Towers Perrin 2003).

Gallup research has repeatedly verified the significance of employee engagement to affirmative business outcomes. Engaged employees are emotionally dedicated to their work, go beyond their job expectations and engage in crucial roles to fulfil their organization's mission. According to Gallup's employee engagement survey, which measured engagement

using its Q12 survey instrument found that only 28% of U.S. employees are engaged, 17% are actively disengaged, denoting that they are detached and indifferent about their jobs will always say negative things about the organization. “Getting Engaged” a cover story in HR Magazine, observes that the engagement challenge “has little to do with employee satisfaction; some employees are highly satisfied to be under little pressure to produce. The engagement challenge has a lot to do with how an employee feels about the work experience, about how he or she is treated. It has a lot to do with emotions.” But Gallup’s research point out there is more to the engagement story and that employee satisfaction is a vital subplot.

Gallup healthcare’s research demonstrates that both employee engagement and employee satisfaction describe meaningful outcomes. Though, satisfaction is a wide, attitudinal result, like organizational pride or loyalty; moreover it’s difficult to take action as some aspects of satisfaction are unrelated to performance. Engagement on the other hand predicts satisfaction, as well as several other imperative business outcomes and is easier to evaluate and comparatively easier to improve. But that does not mean that satisfaction isn’t vital; in addition to being engaged, truly cheerful employees will also be satisfied with their remuneration, their benefits, their schedule and other things that don’t have a direct relation to engagement. Simultaneously with their Q12 meta-analysis technique for measuring engagement, Gallup incorporates a question for measuring employee satisfaction in each employee survey that it performs. Gallup healthcare, finds that only about one in six employees are enormously satisfied with their organizations as a place to work. As results above too verified, that as a set of predictors, the Employee Engagement dimensions explain 30% of Variance in Job Satisfaction. It means that the Employee Engagement dimensions play a vital role in Job Satisfaction.

IMPLICATIONS FOR THE MANAGEMENT

The current study has numerous implications. First, engagement and job satisfaction emerge as theoretically and empirically diverse constructs. This is related to other research that has verified engagement is different from constructs such as job involvement and organizational commitment. The current research verified and demonstrated that employee engagement dimensions namely, vigour, dedication absorption predicts job satisfaction. According to the literature, there have been limited studies that study this relationship and banking sector such studies are least. Therefore, current

study will enlighten the managers in Indian private sector banks regarding the distinction between the concepts of employee engagement and job satisfaction. And will dispel the notion that employee engagement is merely be “old wine in a new bottle”, instead it is altogether a new concept and goes way beyond job satisfaction. Managers need to understand that it might be a possibility that an employee has low engagement but high satisfaction. One reason is that the employee is unsuitable in his or her role. Employees may care for their organizations for providing them high-paying positions, but the organizations may still not succeed to hold them answerable for being productive. There may also be a possibility that an employee may have a poor relationship with his or her supervisor and co-workers but still takes pride in the organization for which he or she works and enjoys the work that he or she is doing.

There is also a possibility of employee being highly engaged but having low satisfaction. There are both positive and negative circumstances. Firstly, an employee who is highly engaged with his or her co-workers is willing to be more enduring with the organization as it undergoes change. It should also be noted that high engagement and low satisfaction is a serious sign of caution. A team comprising of engaged workers who are discontented with their organization, could build up an “us-vs.-them” attitude. Employees may like what they do, they may be good at their jobs, they may admire their supervisors and coworkers; however, if they feel disengaged and detached from their organizations, they may be less likely to work for the betterment of the organization. Sarcasm may be an outcome which is more damaging, impending from otherwise engaged employees. To use the human capital of an organization effectively, employee engagement is vital. Though, job satisfaction has not become an extraneous measure; it can provide constructive results for the organization, only if used properly within the larger outline of engagement.

Limitations and Directions for Future Research

It is identifiable that the sample size of employees presented in the current study is too small to make overview and suggestions for the organizations in Indian private banking sector. Therefore, further studies should include a larger sample of employees. The current research takes into consideration only middle levels managers. In the future, research could investigate the other levels of employees in private banking sector to understand the relation between employee engagement dimensions and job satisfaction. Also, the geographic area was limited to Delhi NCR.

Therefore, future studies should try to cover a larger geographical area so as to ensure a broad spectrum of respondents is included in the research for more representative results. It might be useful for further research to investigate the dimension of employee engagement that has the highest influence on the level job satisfaction of employees. This will enlighten the organizations to know in which arenas to focus their efforts on.

ACKNOWLEDGEMENT

My heartiest thanks and regards to my guide, Dr. Shalini Srivastava, Associate Professor - HR&OB, Jaipuria Institute of Management, Noida who mentored me at every step of writing this paper.

REFERENCES

- Abraham, S. (2012). Job satisfaction as an antecedent to employee engagement. *SIES Journal of Management*, 8(2), 27-36.
- ADP Research Institute, U.S. (2012). *Employee satisfaction vs. employee engagement: Are They the Same Thing?* U.S.: ADP Research Institute.
- Al-Ajmi, R. (2001). The effect of personal characteristics on job satisfaction: A study among male managers in the kuwaiti oil industry. *International Journal of Commerce and Management*, 11, 91-110.
- ALARCON, G. M., & LYONS, J. B. (2011). The relationship of engagement and job satisfaction in working samples. *The Journal of Psychology*, 145(5), 463-480.
- Asadi, A. F. (2008). Personal characteristics affecting agricultural extension workers' job satisfaction level. *Journal of Social Sciences*, 4(4), 246-250.
- Bakker, A., & Leiter, M. (2010). *Work engagement: The essential theory and research*. Psychology Press.
- Baumruk, R. (2004). The missing link: the role of employee engagement in business success. *Workspan*, 47, 48-52.
- Brief, A. P. (1998). *Attitudes in and around organizations*. Thousand Oaks, CA: Sage.
- Brief, A. P., & Weiss, H. M. (2002). Organizational behavior: Affect in the workplace. *Annual Review of Psychology*, 53, 279-307.
- Britt, T. W., Dickinson, J. M., Greene, T. M., & McKibben, E. (2007). Self engagement at work. *To appear in C. L. Cooper & D. Nelson (Eds.), Positive organizational behavior: Accentuating the positive at work*. Sage: Thousand Oaks, CA.

- Chaudhary, R., Rangnekar, S., & Barua, K. M. (2013). Engaged versus disengaged: The role of occupational self-efficacy. *Asian Academy of Management Journal*, 18(1), 91–108.
- Clark, E. A. (1996). Job satisfaction in Britain. *British Journal of Industrial Relations*, 34(2), 189–217.
- Crouch, A., & Nimran, U. (February 1989). Office design and the behavior of senior managers. *Human Relations*, 42(2), 139-155.
- Demerouti, E., Bakker, A. B., Nachreiner, F., & Schaufeli, W. B. (2001). The job demands-resources model of burnout. *Journal of Applied Psychology*, 86, 499-512.
- Demerouti, E., Bakker, A., Janssen, P., & Schaufeli, W. (2001). Burnout and engagement at work as a function of demands and control. *Scandinavian Journal of Work, Environment & Health*, 27, 279-286.
- Dodd-McCue, D., & Wright, G. (1996). Men, Women, and Attitudinal Commitment: The Effects of Workplace Experiences and Socialization. *Human Relations*, ,49, 1065-1091.
- Falcon, S. (1991). Self-assessment and job satisfaction in public and private organizations. *Productivity and Management Review*, 16, 385-396.
- Fishbein, M., & Ajzen, I. (1975). *Belief, attitude, intention and behaviour: An introduction to theory and research*. Reading, Mass: Addison Wesley.
- G, S. (1998). Employed mothers: Job satisfaction and self-Esteem. *Canadian Journal of Counselling*, 32(3), 242-258.
- Gallup Consulting. (2010). *Employee engagement: What's your engagement ratio?* Washington D.C.: Gallup World Consulting Group.
- Gazioglu, S., & Tansel, A. (2006). Job Satisfaction in Britain: Individual and job related factors. *Applied Economics*, 38, 1163–1171.
- Gopal, A. (October 2003). Disengaged employees cost Singapore \$4.9 billion. *Gallup Management Journal*.
- Hallberg, U. E., & Schaufeli, W. B. (2006). “Same, same, but different”? Can work engagement be empirically separated from job involvement and organizational commitment? . *European Psychologist*, 11, 119-127.
- Harter, J. K., Schmidt, F. L., & Hayes, T. L. (April 2002). Business-unit-level relationship between employee satisfaction, employee engagement and business outcomes: A meta-analysis. *Journal of Applied Psychology*, 87(2), 268-279.
- Harter, J. K., Schmidt, F. L., & Keyes, C. L. (2002). Wellbeing the workplace and its relationship to business outcomes: A review of the

- Gallup studies. In C. L. Keyes & J. Haidt (Eds.), *Flourishing: The Positive Person and the Good Life*. Washington D.C.: American Psychological Association, 205-224.
- Herzberg, F. (1966). *Work and the nature of man*. Cleveland, OH: World Publishing.
- Herzberg, F., Mausner, B., & Snyderman, B. (1959). In *The motivation to work*. New York: John Wiley and Sons.
- Hobfoll, S. (1989). Conservation of resources: A new attempt at conceptualizing stress. *American Psychologist*, *44*, 513–524.
- Igbaria, M., & Greenhaus, J. (February 1992). Determinants of MIS employee's turnover intentions: A structural equation model. *Communications of the ACM*, 34-49.
- Kong, Y. (2009). A study on the job engagement of company employees. *International Journal of Psychological Studies*, *1*(2), 65-68.
- Linda, T. T., & Daniel, C. G. (1995). Impact of family-supportive work variables on work- family conflict and strain: A control perspective. *Journal of Applied Psychology*, *80*(1), 6-15.
- Macey, W. H., & Schneider, B. (2008). The meaning of employee engagement. *Industrial and Organizational Psychology: Perspectives on Science and Practice*, *1*, 3-30.
- Macklin, D., Smith, L., & Dollard, M. (2006). Public and private sector work stress: Workers compensation, levels of distress and the demand-control-support model. *Australian Journal of Psychology*, *58*(3), 130-143.
- Maslach, C., & Goldberg, J. (1998). Prevention of burnout: New perspectives. *Applied and Preventive Psychology*, *7*, 63-74.
- Maslach, C., Schaufeli, W., & Leiter, M. (2001). Job burnout. *Annual Review of Psychology*, *52*, 397-422.
- Moore, J. E. (2000). One road to turnover: An examination of work exhaustion in technology professionals, *MIS Quarterly*, *24*(1), 141-168.
- ORGAN, D. W., & RYAN, K. (1995). A meta-analytic review of attitudinal and dispositional predictors of organizational citizenship behavior. *Personnel Psychology*, 775-802.
- Organ, D., & Near, J. P. (1985). Cognition versus affect in measures of job satisfaction. *International Journal of Psychology*, *20*, 241-253.
- P.M.S.P. Yapa, Rathnayake, R. M., Senanayake, G., & Premakumara, P. (February 2014). Effect of demographic factors on job satisfaction of non-academic staff in universities. *Proceedings of the 3rd International Conference on Management and Economics*,

- (February 2014). *Oral Presentations* (pp. pp. 303-310). Sri Lanka: Faculty of Management and Finance, University of Ruhuna. ISBN 978-955-1507-30-5.
- Pierce, J. L., & Newstrom, J. W. (1982). Employee responses to flexible work schedules: An inter-organization, inter-system comparison. *Journal of Management*, 8(1), 9-25.
- Ralston, S. M. (1989). An exploratory test of the contingency approach to recruitment interview decisions. *The Journal of Business Communication*, 26, 347-362.
- Rashid, H. A., Asad, A., & Ashraf, M. M. (2011). Factor's persuading employee engagement and linkage of ee to personal and organizational performance. *Interdisciplinary Journal of Contemporary Research in Business*, 3(5), 3(5), 98-108.
- Rick Blizzard, D. B. A. (2004). *Engagement vs. satisfaction among hospital teams*. The Gallup Organization, Princeton, NJ.
- Saks, A. (2006). Antecedents and consequences of employee engagement. *Journal of Managerial Psychology*, 21, 600-619.
- Salanova, M., & Schaufeli, W. (January 2008). A cross-national study of work engagement as a mediator between job resources and pro-active behaviour. *The International Journal of Human Resource Management*, 19(1), 116–131.
- Salanova, M., Agut, S., & Pieró, J. (2005). Linking Organizational Facilitators and Work Engagement to Extrarole Performance and Customer Loyalty: The Mediating Role of Service Climate. *Journal of Applied Psychology*, Vol. 90, No. 6, 1217–1227.
- Salanova, M., Schaufeli, W., Llorens, S., Pieró, J., & Grau, R. (2001). From Burnout to Engagement: A New Persepctive. *Revista de Psicología del Trabajo y de las Organizaciones*, 16, 117-134.
- Sanchez, P., & McCauley, D. (Nov/Dec2006). Measuring and managing engagement in a cross-cultural Workforce: New insights for global companies. *Global Business & Organizational Excellence*, 26(1), 41-50.
- Sange, R. & Srivasatava, R. K. (2012). Employee engagement and mentoring: An Empirical study of sales professionals. *Synergy (0973-8819)*, 10(1), 37-50.
- Schaufeli, W., & Bakker, A. (2003). *Utrecht work engagement scale*. Occupational Health Psychology Unit , Utrecht University.
- Schaufeli, W., & Bakker, A. (2004). Job demands, job resources, and their relationship with burnout and engagement: A multi-sample study. *Journal of Organizational Behavior*, 25, 293-315.

- Schaufeli, W., Martanez, I., Marques Pinto, A., Salanova, M., & Bakker, A. (2002). Burnout and engagement in university students: A cross-national study. *Journal of Cross-Cultural Psychology*, 33, 464-481.
- Schaufeli, W., Salanova, M., Gonzalez-Roma, V., & Bakker, A. (2002). The measurement of burnout and engagement: A confirmatory factor analytic approach. *Journal of Happiness Studies*, 3, 71-92.
- Shirom, A. (2003). Feeling vigorous at work? The construct of vigor and the study of positive affect in organizations. In D. Ganster & P. L. Perrewe (Eds.). *Research in organizational stress and well-being*, 3, 135-165.
- Sonnentag, S. (2003). Recovery, work engagement, and proactive behavior: a new look at the interface between non-work and work. *Journal of Applied Psychology*, 88, 518-528.
- Spector, P. (1997). *Job satisfaction: Application, assessment, causes and consequences*. Sage, California .
- Spector, P. E. (1985). Measurement of human service staff satisfaction: Development of the job satisfaction survey. *American Journal of Community Psychology*, 13(6), 693-713.
- Durgin, T. (2007). *The Yowers Perrin 2007-2008 global workforce study: Insights to drive growth*. Human Capital Institute, Towers Perrin.
- Perrin, T. (2003). *Working today: Understanding what drives- the 2003 towers perrin talent report*. Towers Perrin, U.S.
- Wah, L. (1999). Engaging employees a big challenge. *Management Review*, 88(9), 10.
- Wegge, J., Schmidt, K.-H., Parkes, C., & Dick, R. V. (2007). Taking a sickie: Job satisfaction and job involvement as interactive predictors of absenteeism in a public organization. *Journal of Occupational and Organizational Psychology*, 80, 77-89.
- Weiss, H. M. (2002). Deconstructing job satisfaction: Separating evaluations, beliefs, affective experiences. *Human Resource Management Review*, 12, 173-194.