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## The Impact of Work Engagement on Job Satisfaction among Employees Teaching in the University

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### ABSTRACT

This research explores how work engagement influences job satisfaction among university educators, with a particular emphasis on faculty from Ram Chandra University in Hathras and Rohilkhand University in Bareilly. Recognizing that satisfied employees are vital to institutional growth and stability, the study evaluates critical drivers such as respect, trust, job security, professional development, and a supportive work environment. Work engagement is examined as a proactive and motivational factor that enhances commitment, reduces attrition, and strengthens organizational competitiveness.

A descriptive and exploratory research design was used, gathering primary data from 100 university faculty members through structured questionnaires. The findings highlight a significant relationship between work engagement and job satisfaction. Key trends were observed in areas like recognition, job alignment with skills, interpersonal relationships, and perceived job security. However, the study also identifies gaps in managerial concern and full utilization of employees' skills. The research suggests that strategic HR initiatives, including performance evaluations, transparent communication, and managerial support, are essential to boosting faculty morale, engagement, and institutional effectiveness.

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### INTRODUCTION

#### JOB SATISFACTION:

Job satisfaction represents an employee's emotional response to various components of their work environment. It reflects the degree of contentment, motivation, and fulfillment experienced in a job. Generally, individuals report higher satisfaction when they encounter job stability, career development prospects, and a healthy balance between work and personal life. Ultimately, it indicates how well a job aligns with the personal and professional expectations of the employee.

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#### SIGNIFICANCE OF JOB SATISFACTION:

A content and motivated employee is a valuable asset to any organization, as they are more likely to perform at their full potential. Employees typically look for career advancement and a healthy work-life balance. When they feel satisfied with their job and workplace, they tend to be more committed and put in greater effort to contribute to the success of the company. The importance of job satisfaction can be viewed from both the employee's and employer's perspectives. For employees, job satisfaction involves earning a competitive salary, having job security, experiencing steady career growth, receiving recognition and rewards, and being given new opportunities to learn and develop. From the employer's side, employee satisfaction plays a vital role in enhancing performance, reducing turnover, and promoting overall organizational growth. Employers must ensure that job roles are clearly defined and provide ongoing opportunities for learning and professional development to maintain a motivated and dedicated workforce.

## FACTORS OF JOB SATISFACTION:



### Compensation & working conditions:

Compensation and benefits are among the most significant contributors to job satisfaction. Employees who receive competitive salaries, bonuses, incentives, healthcare benefits, and other perks tend to feel more satisfied and motivated in their roles compared to those who lack such advantages. In addition, a positive and supportive work environment greatly enhances an employee's overall experience and adds to their sense of fulfillment at work.

### Work life balance:

Every employee values a workplace that enables them to maintain a healthy balance between their professional responsibilities and personal life. A strong work-life balance policy plays a key role in job satisfaction, as it allows individuals to spend meaningful time with family and friends while fulfilling their job duties. Such balance not only enhances overall well-being but also contributes to a higher quality of work life.

### Respect & Recognition:

Being treated with respect in the workplace significantly boosts an employee's morale and sense of value. When individuals are acknowledged and appreciated for their hard work, it reinforces their motivation and commitment. Therefore, recognition plays a vital role in enhancing job satisfaction, as it affirms that employees' efforts are seen and valued by the organization.

### Job Security:

When employees feel confident that their jobs are secure—even during periods of economic uncertainty—they gain a strong sense of stability and reassurance. This sense of job security is a major contributor to overall job satisfaction, as it allows employees to focus on their work without the constant worry of losing their position.

### Challenges:

Repetitive and monotonous tasks can often result in employee dissatisfaction. To maintain engagement and motivation, incorporating strategies like job rotation and job enrichment can be effective. These approaches introduce variety and new responsibilities, which contribute positively to job satisfaction by keeping the work experience dynamic and stimulating.

### Career Growth:

Career advancement is often a top priority for employees. When an organization supports professional development by offering training, promotions, or new responsibilities, it significantly boosts job satisfaction. Employees feel more motivated and committed when they see clear opportunities for growth within the company.

## WORK ENGAGEMENT:

Work engagement refers to a positive attitude or mental state towards one's job that results in beneficial outcomes at work. Employees who exhibit high levels of engagement tend to be energetic, committed, and enthusiastic about their tasks. This concept aligns with the principles of positive psychology, a branch of psychology that emphasizes enhancing well-being instead of focusing solely on diagnosing or treating mental health issues.

### Future of Work Engagement:

Work engagement is influenced by various job-related and personal resources, ultimately leading to improved job performance. It serves as an important indicator of well-being for both employees and organizations. To foster higher levels of engagement, human resource managers need to take deliberate actions. A key step is to assess the current level of engagement and identify its driving factors among employees. To promote engagement, managers should empower and support employees, address their needs, provide them with the necessary skills and attitudes, and involve them in ongoing personal career development programs.

### IMPACT OF WORK ENGAGEMENT ON JOB SATISFACTION

Work engagement plays a crucial role in the overall health of an organization and is often the focus of strategic efforts aimed at improving employee attitudes and retention through effective leadership. It reflects the extent of an employee's positive or negative emotional connection to their job, which influences their motivation to learn and perform well. Work engagement is an organizational approach that seeks to ensure employees are aligned with the company's goals and values, motivated to contribute to its success, and able to enhance their own well-being simultaneously.

### NEED OF STUDY

- Job Satisfaction of employee in organization is very necessary because many organizations better productivity & future success of organization need of satisfy their employee through boosting up their salaries/ benefits & perks at work for source of key aspects the employees are:
  - Respect
  - Trust
  - Security
  - Career path
  - Healthy environment
- Work Engagement in any organization is important due to excessive dynamic exchange is aggressive world in marketplace. The employees are engaged in their work & committed to their agency offers organizations important aggressive advantage together with high turnover & lower employee turnover.
- These two factors inter-relate with each other, if the employees are satisfied with their job, then he forms better and take interest in organization goal by being engaged in work.

### LITERATURE REVIEW

1. **\*\*Maureen Snow Andrade & Jonathan H. Westover (2018)\*\*:** This study investigated how generational differences influence perceptions of work quality and job satisfaction. A global analysis revealed that older employees generally reported higher satisfaction, with notable variation among generations, especially between baby boomers and younger cohorts.
2. **\*\*Xiaoyu Guan & Stephen Frenkel (2018)\*\*:** This research assessed the impact of HR practices on job performance through job crafting and work engagement in Chinese manufacturing firms. Findings indicated that effective HR systems promote greater employee engagement and proactive job design participation.
3. **\*\*Manish Kumar et al. (2017)\*\*:** By integrating multiple organizational behavior theories, this study found that managerial support significantly impacts turnover intention through engagement and perceived organizational support. A large-scale survey from service industry employees supported a mediation model linking these constructs.
4. **\*\*Jessica van Wingerden et al. (2017)\*\*:** Drawing on job demands-resources and self-determination theories, this research examined how job resources and psychological needs influence intern performance. Results confirmed that need satisfaction drives engagement, which subsequently improves task performance.
5. **\*\*Guido Alessandri et al. (2016)\*\*:** This longitudinal study explored the role of Psychological Capital (PsyCap) in predicting work engagement and job performance. The analysis demonstrated that increases in PsyCap led to higher engagement levels, which in turn enhanced job performance.
6. **\*\*Upasna A. Agarwal & Vishal Gupta (2016)\*\*:** The authors developed a moderated-mediation model showing that job characteristics influence turnover intentions via work engagement. The relationship was further moderated by the personality trait of conscientiousness.
7. **\*\*Zeynep Yesim Yalabik et al. (2016)\*\*:** This study highlighted that different aspects of job satisfaction have varying effects on work engagement. Notably, satisfaction with the work itself emerged as the most influential predictor across all dimensions of engagement (vigor, dedication, and absorption).

8. **\*\*Alexandra Hagemeister & Judith Volmer (2016)\*\*:** Focusing on social conflicts at work, the authors discovered that emotion regulation moderates the negative impact of interpersonal conflicts on job satisfaction. Employees with strong emotion regulation skills maintained higher satisfaction despite conflicts.

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## OBJECTIVES & RESEARCH METHODOLOGY OBJECTIVES

- To study the employee job satisfaction level among academicians at university level.
- To study the impact of work engagement on employee job satisfaction level among academicians at university level.

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## RESEARCH GAP

- There is significant value in viewing the relationships among Psychological Capital (PsyCap), work engagement, and job performance as dynamic processes rather than fixed states. This aligns with the conservation of resources theory, which suggests employees are motivated to acquire and protect their psychological resources to achieve better performance, creating a positive cycle of resource gain.
- The existing research offers a broader framework for education scholars to explore work as a calling, emphasizing the role of meaningfulness, especially among executive faculty members.
- Previous studies have identified that employee retention rates remain low, highlighting an area needing further exploration.
- Findings indicate that work engagement not only affects an individual's performance but can also influence their partner's performance, suggesting organizations should encourage engagement to maximize overall outcomes.

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## RESEARCH METHODOLOGY

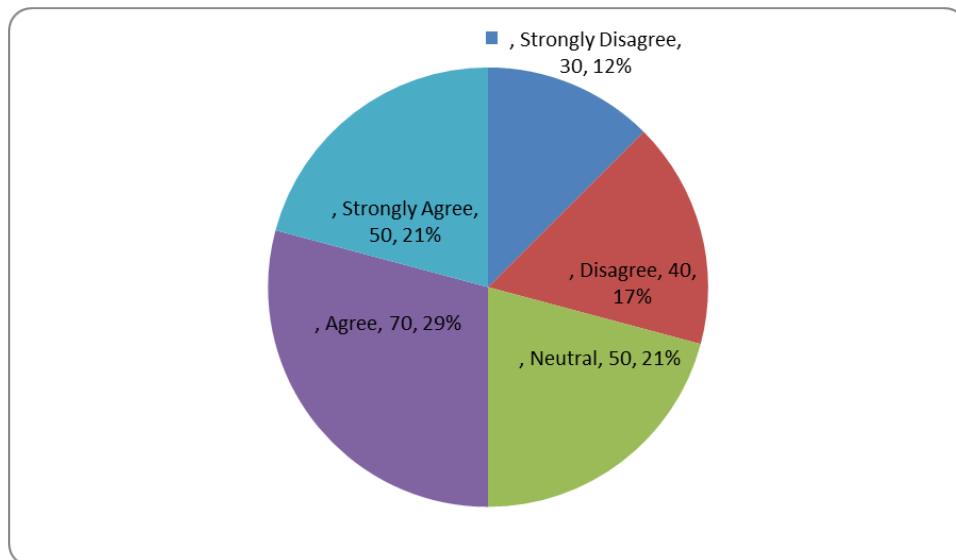
- Sampling design – it is a work plan that specifies the population frame, sample size, sample selection and estimation method in detail.
- Descriptive and exploratory study is followed in the study.
- This study involves exploratory research involving gathering of preliminary information that helped in identification of the impact of Work Engagement on job satisfaction.
- Sample size: -100 respondents
- Sample Unit: - Employees teaching in university.
- Sampling method
- Sample locale:- it is a place where research is conducted. In this study the location is Ram Chandra University, Hathras and Rohilkhand University Bareilly.
- Data collection and data sources- Primary data is collected through questionnaire.

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## INTERPRETATION

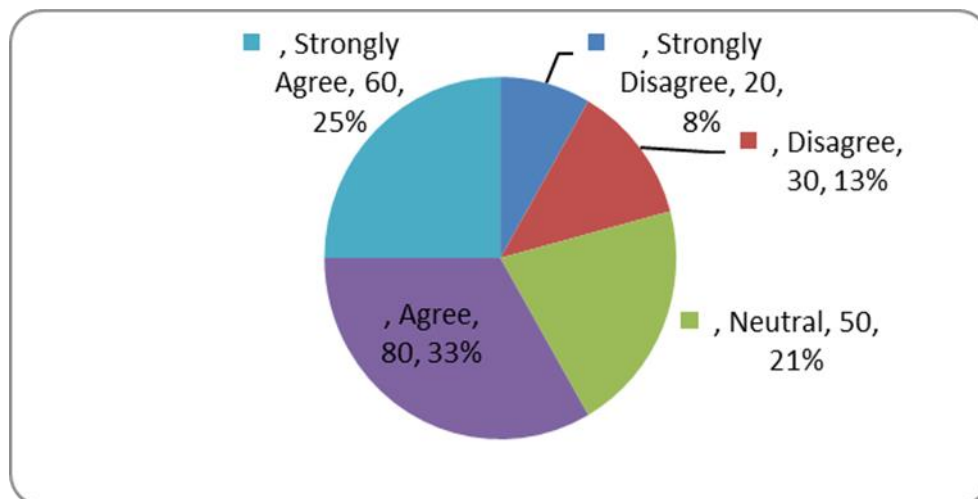
**Objective 1:- Pie Charts:** To study the employee job satisfaction level among academicians at university level.

**Q1. I receive recognition for a job well done.**



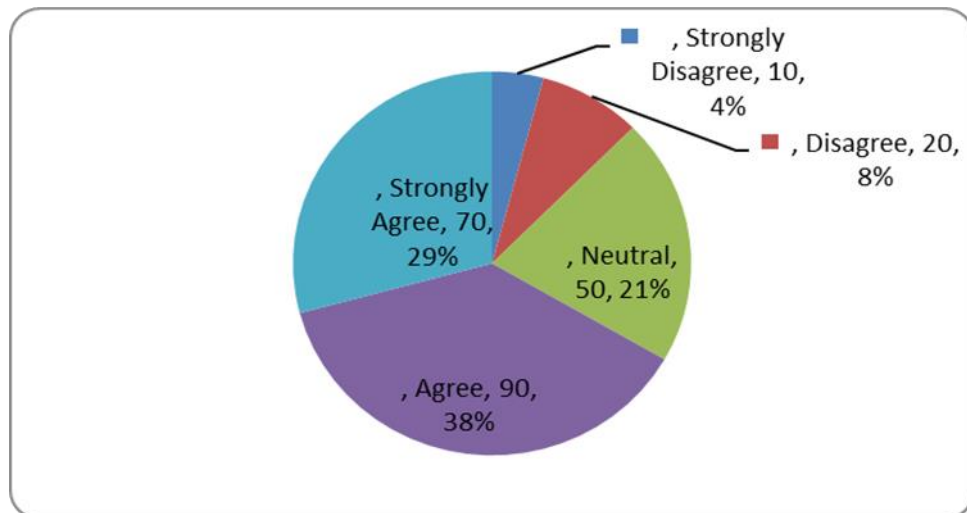
**Interpretation:** The above pie chart depicts that 21% of employees teaching in university strongly agree that they receive recognition for a job well done, 29% of respondents are agree that they receive recognition for job well done, 21% are neutral, 17% respondents disagree and 12% of respondents strongly disagree.

**Q2. I feel close to the people at work.**



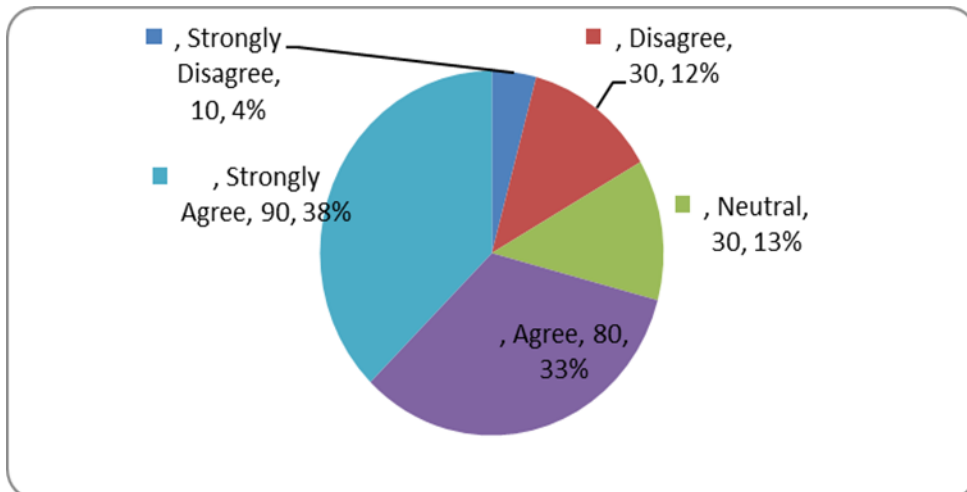
**Interpretation:** 25% of the respondents strongly agree that they feel close to the people at work, 33% of the respondents agree that they feel close to the people at work, 21% are neutral, 13% respondents disagree that they do not feel close to the people at work and 8% strongly disagree.

**Q3. I feel good about working at this company**



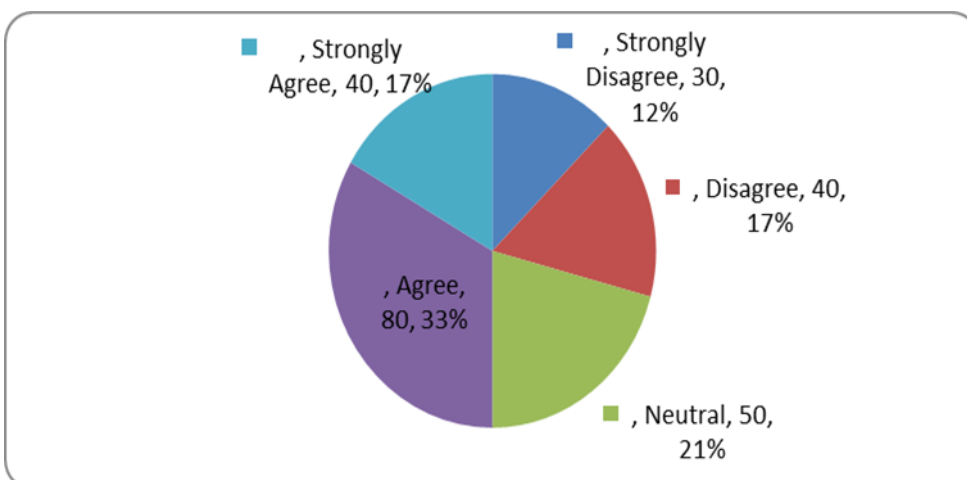
**Interpretation:** 29% of respondents strongly agree that they feel good about working at this company, 38% agree that they feel good about working at this company, 21% are neutral, 8% respondents disagree that they do not feel good about working at this company and 4% strongly disagree.

#### Q4. I feel secure about my job



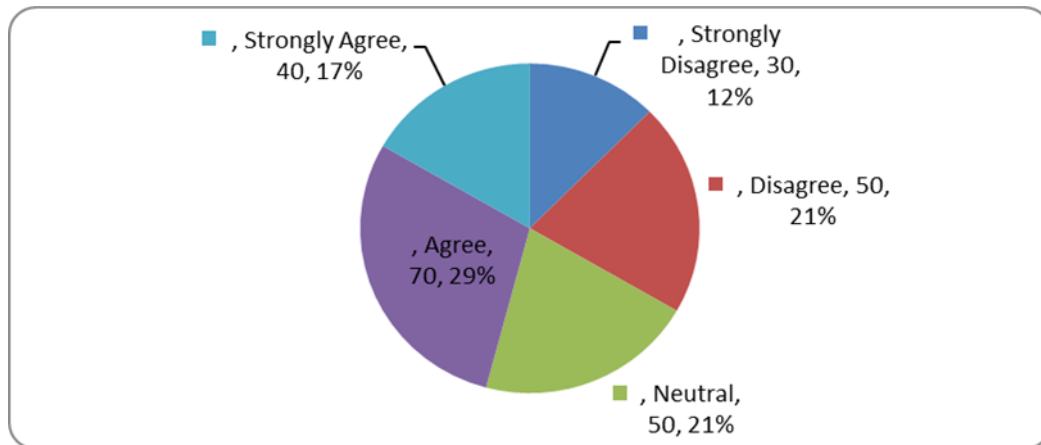
**Interpretation:** 38% of respondents strongly agree that they feel secure about their job, 33% agree that they feel secure about their job, 13% are neutral, 12% respondents disagree that they do not feel secure about their job and 4% strongly disagree.

#### Q5. I believe management is concerned about me.



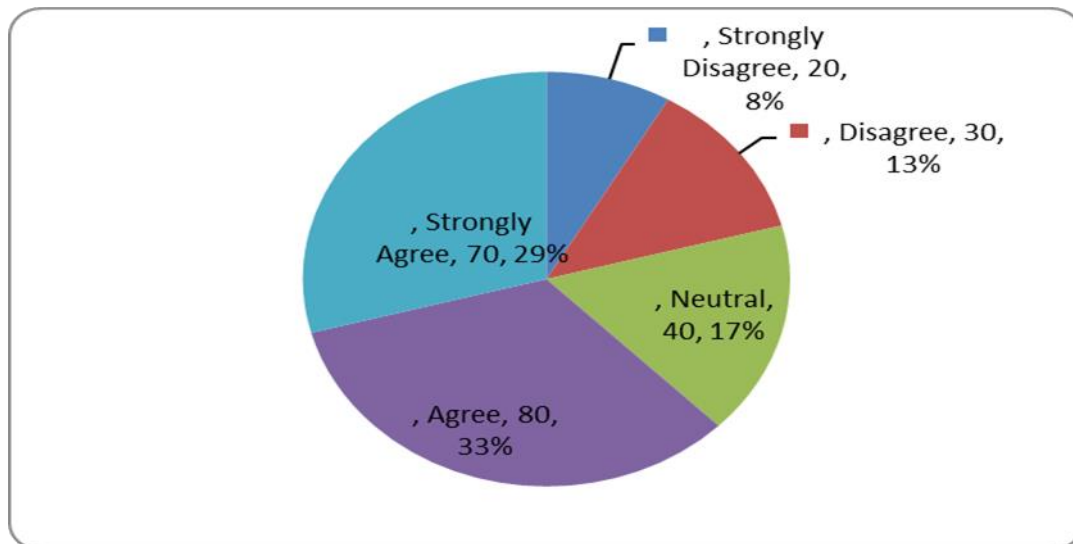
**Interpretation:** 17% of the respondents strongly agree that management is concerned about them, 33% agree that management is concerned about them, 21% feel neutral, 17% of the respondents disagree and 12% of respondents strongly disagree that management is not concerned about them.

**Q6. On the whole, I believe work is good for my physical health**



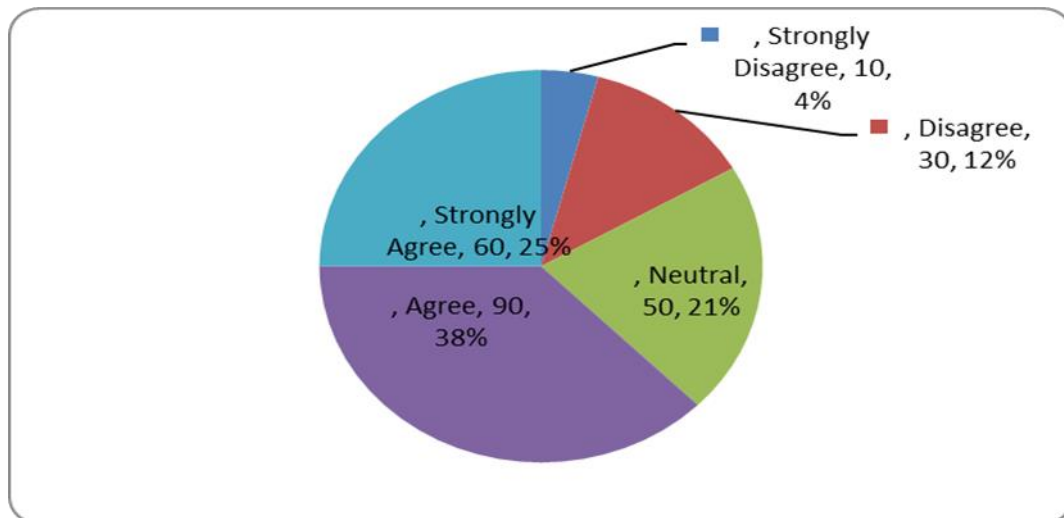
**Interpretation:** 17% of the respondents feel that work is good for their physical health, 29% agree, 21% respondents are neutral, 21% disagree and 12% strongly disagree that work is not good for their physical health.

**Q7. I am satisfied with my Salary.**



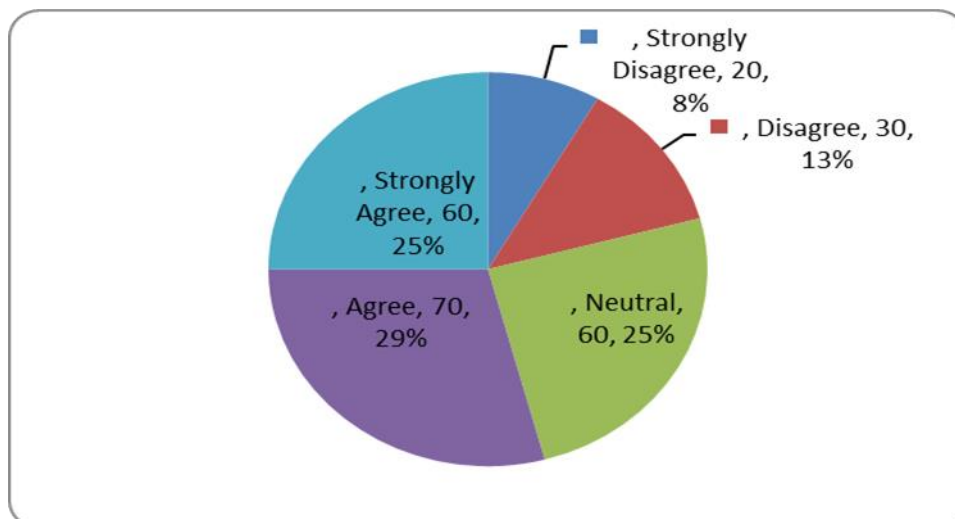
**Interpretation:** 9% of the respondents strongly agree that they are satisfied with their salary, 33% agree, 17% respondents are neutral, 13% are dissatisfied with their salary and 8% respondents strongly disagree that they are not satisfied with their salary.

**Q8. All my talents and skills are used at work.**



**Interpretation:** 25% respondents strongly agree that their talents and skills are used at work, 38% agree, 21% respondents are neutral, 12% respondents disagree and 4% of the respondents strongly disagree that their talents and skills are not being used at work.

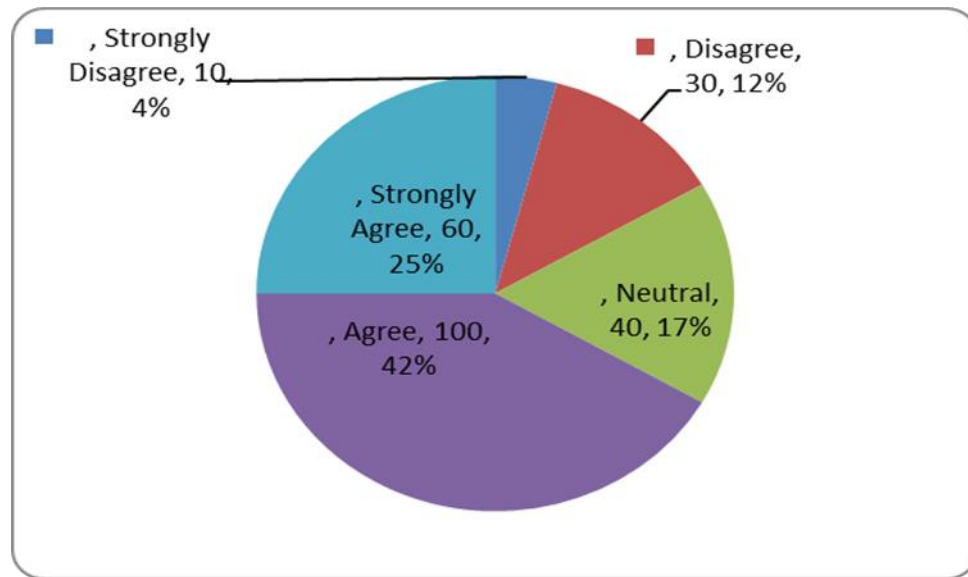
**Q9. I get along with my supervisors.**



**Interpretation:** 25% of the respondents strongly agree that they get along with their supervisors at work, 29% agree, 25% respondents are neutral, 13% disagree and 8% of the respondents strongly disagree that they do not get along with their supervisors at work.

**Q10. I feel good about my job.**





**Interpretation:** 25% respondents strongly agree that they feel good about their job, 42% agree, 17% respondents are neutral, 12% disagree and 4% respondents strongly disagree that they do not feel good about their job.

## FINDINGS

- 29% of employees teaching in university strongly agree that they receive recognition for job well done whereas 12% of the respondents strongly disagree that they do not receive recognition for job well done.
- 25% employees teaching in the university strongly agree that they feel close to the people at work whereas 8% of the respondents strongly disagree that they do not feel close to the people at work.
- 29% of employees teaching in university feel good about working at this company whereas 4% strongly disagree that they do not feel good about working at this company.
- 38% of employees teaching in university feel secure about their job whereas 4% strongly disagree that they do not feel secure about their job.
- 17% of employees working in university believe management is concerned about them whereas 12% respondents strongly disagree that management is not concerned about them.
- 175 of respondents feel that work is good for their physical health whereas 12% respondents do not feel that work is good for their physical health.
- 29% respondents are satisfied with their salary whereas 8% of the respondents are not satisfied with their salary.
- 25% respondents strongly agree that all their talents and skills are used at work whereas 45 of the respondents strongly disagree that their talents and skills are not being used at work.
- 25% strongly agree that they get along with their supervisors at work whereas 8% strongly disagree that they do not get along with their supervisors at work.
- 25% respondents strongly agree that they feel good about their job whereas 4% respondents strongly disagree that they do not feel good about their job.

## LIMITATIONS OF THE STUDY

- The adjusting study is limited to 2 cities of India.
- It could be not demonstrative of all citizens of India.
- The consumers are different from their demographic and psychographic variables.
- The sample size is small and it cannot talk about huge amount of people

## CONCLUSION

Organizational factors, both tangible and intangible, influence employee attitudes and behaviour's. This study highlights job satisfaction and work engagement as key factors impacting employees. To enhance both satisfaction and commitment, organizations should focus on improving working conditions and providing employees with the necessary tools and resources to perform their tasks effectively. Regular feedback and evaluations from supervisors are also essential to maintain positive outcomes.

Regarding work engagement, effective communication and a proactive human resource management approach are crucial. Supervisors need to keep employees informed about the organization's values and goals, while HR managers should ensure that employees feel connected to their work and find meaning in their roles.

Given that work engagement and job satisfaction are critical to improving performance and productivity in today's workplace, organizations must understand and address the needs of their employees. Continuous involvement from HR development teams and ongoing appraisal systems help motivate staff and foster a positive work environment. Effective conflict and grievance management should be practiced to enhance team dynamics and keep employees actively engaged.

Finally, any negative feedback or criticism should be viewed as opportunities for growth and continuous improvement.

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## APPENDIX

**(Questionnaire and Data Sheet)** Employee Name (optional):

..... **Designation:**.....

Age: 1) 21-30 ..... 2) 31-40..... 3) 41-50..... 4) 51-60.....

Please take a few moments to let us know about your job and about how the company assists you.

**Strongly Disagree (SD) ; Disagree(D); Neutral(N); Agree(A); Strongly Agree(SA)**

	SD	D	N	A	SA
01) I know what is expected of me at work.	1	2	3	4	5
02) I have the materials and equipments I need to do my work right.	1	2	3	4	5
03) At work, I have the opportunity to do what I do best every day.	1	2	3	4	5
04) In the last seven days, I have received recognition or praise for doing good work.	1	2	3	4	5
05) My supervisor, or someone at work, seems to care about me as a person.	1	2	3	4	5
06) There is someone at work who encourages my development.	1	2	3	4	5
07) At work, my opinions seem to count.	1	2	3	4	5
08) The mission or purpose of my company makes me feel my job is important.	1	2	3	4	5
09) My associates or fellow employees are committed to doing quality work.	1	2	3	4	5
10) I have a best friend at work.	1	2	3	4	5
11) In the last six months, someone at work has talked me about my progress.	1	2	3	4	5
12) This last year, I have had opportunities at work to learn and grow.	1	2	3	4	5
13) I receive recognition for a job well done.	1	2	3	4	5
14) I feel close to the people at work.	1	2	3	4	5
15) I feel good about working at this company.	1	2	3	4	5
16) I feel secure about my job.	1	2	3	4	5
17) I believe management is concerned about me.	1	2	3	4	5
18) On the whole, I believe work is good for my physical health.	1	2	3	4	5

19)I am satisfied with my Salary.	1	2	3	4	5
20)All my talents and skills are used at work.	1	2	3	4	5
21)I get along with my supervisors.	1	2	3	4	5
22) I feel good about my job.	1	2	3	4	5

Do you have any suggestions for the improvement?