



Effect Of Job Satisfaction on Employees Engagement of IT Employees

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Abstract: This study looks at how employee engagement among IT workers is impacted by job satisfaction. The Job Satisfaction Survey (JSS), the Utrecht Work Engagement Scale (UWES-17), and a sociodemographic profile were used in a descriptive research design. A purposeful sample of 95 IT workers provided the data. Two hypotheses were examined in this study: (H1) the connection between work engagement and job satisfaction, and (H2) the impact of experience level on both variables. According to correlation analysis, job satisfaction and work engagement had a weakly positive but statistically insignificant association ($r = 0.149$, $p = 0.151$), indicating that job satisfaction might not be the main factor influencing employee engagement. Additionally, differences in job satisfaction and work engagement between senior and junior employees were minimal and not statistically significant (job satisfaction: $p = 0.671$; work engagement: $p = 0.817$), supporting. These findings indicate that other workplace factors, such as leadership style, organizational culture, and career growth opportunities, may play a more crucial role in employee engagement. Future research should explore these additional variables to gain a deeper understanding of engagement drivers in the IT sector.

Keywords: *Job Satisfaction, Work Engagement*

1. Introduction

The IT services and IT enabled services sectors in India have emerged as prominent components of the global economy, drawing significant attention from international media and business entities as a key hub for outsourcing and off-shoring. The IT sector has created a new

global perception of India as an emerging economic power, and for numerous political and business leaders in India, IT has come to be seen as a blueprint for the country's future economic advancement and development, supported by policies of liberalization and globalization. The increasing demand for software and hardware developers has prompted companies, including those in the IT field, to prioritize the recruitment of software developers. The domestic software sector, in which small and medium-sized enterprises (SMEs) make up a significant portion, is encountering challenges related to a shortage of skilled labor and a high turnover rate. These issues remain unresolved to this day. The stress experienced by software employees, resulting from factors such as the nature of the work, performance goals, night shifts, excessive workloads, and strict leave policies, negatively impacts their quality of life and job satisfaction.

Job satisfaction, which is an intangible measure, refers to the positive emotional response experienced while performing one's duties or being in the workplace. Leading companies are increasingly attempting to assess this aspect, with job satisfaction surveys becoming a standard practice in many organizations.

Employee engagement refers to the degree of passion and commitment an employee has towards their work (Heathfield, 2023). Employees who are engaged are invested in their tasks and the overall success of the organization, believing that their contributions have an impact. A committed employee seeks more than just a salary and is likely to see their well-being as connected to their performance, making it essential to the success of the company.

Job satisfaction (JS) refers to an individual's emotional state regarding their role at work (Warr & Inceoglu, 2012). The ultimate outcome of their work is influenced by their level of satisfaction, which is reflected in the profit generated by the employee. Other factors closely linked to satisfaction include absenteeism and turnover. These two elements directly affect the successful growth and efficiency of a business.

2. Review Of Literature

Abdulwahab S. Bin Shmailan (2017) . The relationship between job satisfaction, job performance and employee engagement: An explorative study discusses employee engagement which combines the above topics and much more including definitions, organizational success, and how to develop a successful employee engagement program. This study will also provide compelling information that will help to understand the advantages of having satisfied and high performing employees as well as using the power of employee engagement to be competitive and profitable.

Zainal Arifin, and Abdul Manan et al. (2019) . Improving the Effect of Work Satisfaction on Job Performance through Employee Engagement. This research is quantitative causality using a survey method that examines the relationship and influence between variables of research by analyzing 138 workers any mining companies that most cannot meet production targets in Kalimantan. The findings revealed that absorption full mediated the relationship between job satisfaction and job performance Management must invite employees to formulate job satisfaction, pay attention to employee conditions, selectively select employees, provide training to increase employee engagement. This paper is the first one to examine how employee engagement can function to mediate the relationship between job satisfaction and job performance.

Mahmoud Al-dalahmeh , and Bader Yousef Obeidat et al. (2018) . The Effect of Employee Engagement on Organizational Performance Via the Mediating Role of Job Satisfaction: The Case of IT Employees in Jordanian Banking Sector. This study sought to investigate the effect of IT employees' engagement on organizational performance through the mediating role of job satisfaction for IT employees within the IT Departments in Jordanian banking sector. Quantitative research design and regression analysis were applied on a total of 429 valid returns that were obtained in a questionnaire-based survey. The results showed that IT employee engagement significantly affected organizational performance and three of its dimensions, vigor, absorption, and dedication contributed significantly to organizational performance. The results also showed that IT employee engagement positively and significantly affected job satisfaction, where vigor had the most contribution.

Mohammad Syamsul Maarif, I Made Sumertajaya et al., (2019) . The role of employee engagement on job satisfaction and its effect on organizational performance. The purpose of this research was to analyze the role of employee engagement from the perspective of job engagement and organization engagement on job satisfaction and its effect on organizational performance. This research was conducted at a multinational manufacturing chemicals company located in Tangerang and Cilegon. The population was approximately 121 employees consisting of three job levels: Manager, White Collar, and Blue Collar. A target sample determined approximately 93 employees. Sampling using a non-probability sampling approach with a quota sampling method, The results indicate that organization engagement has a positive and significant effect on job satisfaction but does not significantly affect organizational performance. Furthermore, job satisfaction has a positive effect and significantly influences organizational performance.

Sutiyem Sutiyem , and Suheri Suheri et al., (2020). The impact of job satisfaction and employee engagement on organizational commitment. This study aimed to analyze the influence organization comitment, Job Satisfaction and Employee Engagement. The research was conducted by taking samples of banking employees who had worked for more than 2 years. Then, the sample of this study was 125 respondents. The sampling technique was carried out based on a non-probability sampling method with a purposive sampling technique. It is a method that is based on certain criteria met by respondents with the data analysis technique used for hypotheses testing was multiple linear regression analysis through the program of SPSS ver. 24. The results showed that Job satisfaction does not significantly influence the organizational commitment of banking employees in Padang. The results of this study showed that sig. value of job satisfaction on organizational commitment was $0.592 > 0.05$ but Employee engagement has a positive and significant effect on the organizational commitment of banking employees in Padang. The results of this study revealed that sig. The value of employee engagement on organizational commitment was $0.000 < 0.05$.

Upik Sri Sulistyawati and Dedi Sufriadi , (2020). Perceived Organization Support Towards Employee Engagement and The Impact of Employee Job Satisfaction. This type of research is explanatory research with a quantitative approach. Hypothesis testing using the hierarchical regression analysis method with the help of SPSS version 21. The results showed that: there was a positive influence on perceived organizational support on employee engagement. with the result $Z = 0.628$; $t = 6,096$; $p < 0.001$; there is a positive effect of perceived organizational support on employee performance indicated by the result $Y = 0.791$; $t = 12,022$; $p < 0.001$; There is a positive influence on employee engagement on employee performance as indicated by $Y = 0.323$; $t = 2,766$; $p < 0.01$; and employee engagement can be proven as a mediating variable on the effect of perceived organizational support on the performance of administrative employees.

Sobia Ali and Yasir Aftab Farooqi ,(2014). Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Performance and Employee Engagement (A Case of Public Sector University of Gujranwala Division). Literature supported the relationship between work overload and Job satisfaction, the relationship of job satisfaction with employees' performance and employee engagement. To measure this, data was collected with the help of questionnaires. The questionnaires distributed among the sample size of 207 employees of Public Sector University of Gujranwala Division including teaching faculty and non-teaching staff. Data was analyzed by using SPSS software. This study revealed the

relationship of work overload on job satisfaction of the employee which is most important thing of any organization.

Dr. K. Mekala (2019). Job Satisfaction of Employees in Information Technology Sector in Coimbatore City of Tamil Nadu .It is very clear that the world is flat due to information technology (IT). The study mainly based on primary data and data has been collected from Information Technology employees through structured questionnaire method. The number of members of each region is not uniform. There are 100 ITs employees have been selected from Coimbatore on the basis of the convenience sampling method. This present study can concluded that this study revealed that working responsibilities, job security and remuneration were significant with job satisfaction.

Abdul Aziez, (2022). The Effect Of Employee Engagement On Employee Performance With Job Satisfaction And Compensation As Mediating Role. Systematically, literature review research was conducted to obtain accurate results related to "The Effect of Employee Engagement on Employee Performance with Job Satisfaction and Compensation as Mediating Role." This research method used is using a qualitative approach and the type of research is literature review. The analytical technique used in this research is using annotated bibliography. Based on the literature review from 13 source, it can be concluded employee engagement has on job satisfaction, compensation, employee performance as a mediating role.

Retno Rafia and Achmad Sudiro (2020). The Effect Of Transformational Leadership On Employee Performance Mediated By Job Satisfaction And Employee Engagement. This study aims to examine and analyze the effect between transformational leadership and employees performance on the Civil Servants of Public Housing and Settlement Areas of Central Java Province, both directly and through job satisfaction and employee engagement. This research was use a quantitative research methods and belongs to a type of explanatory research. A sample was all Civil Servants of the Department of Public Housing and Settlement Areas of Central Java Province who actively worked totalling 77 respondents. The sampling technique has been used with saturated or census samples. Data were analyzed using PLS (Partial Least Square) with the SmartPLS 3.0 program. The results were indicated that transformational leadership does not have a direct significant effect on employee performance, but has a direct significant effect on job satisfaction and employee engagement. Job satisfaction and employee engagement have a significant direct effect on employee performance and serve as a perfect mediation about the effect between transformational leadership and employee performance.

Shivani Gulati , Dr. Nimisha Beri, (2023). Employee engagement of university teachers-validation of UWES scale. Engagement at work is one of the important factors to determine an individual's performance at work. An engaged employee is well aware of the scenario of his organization and works to improve his performance as well as work for the benefit of the organization. Engagement makes an employee more accountable for his organization and provides justice to his work, henceforth that leads to the growth and development of the nation. This study is an attempt to validate Utrecht Work Engagement Scale(UWES) on university teachers in the Indian context. The statements in the Utrecht scale are divided into three sub-scales viz. Vigour, Dedication, and Absorption. The study was done on 300 University teachers in Punjab(India). Confirmatory factor analysis results showed a superior fit of the three-factor structure (vigor and dedication) with 9 items over the three factor structure with 17 items. The Utrecht scale validated in the present study is applicable to measure employee engagement of University teachers.

3. Methodology

The present study attempts to study the Effect of job satisfaction on employee's engagement of IT employees. To accomplish this the researcher has decided to adopt descriptive research design. Questionnaire for this variable, involved in this study Job Satisfaction Survey (JSS), Utrecht Work Engagement Scale (UWES-17) have been identified and this study aims to use the questionnaire, along with a socio-demographic profile constructed by the researcher, to describe, understand, measure the Effect of job satisfaction on employee's engagement of IT employees. The Job Satisfaction Scale (JSS) developed by Dr. Amar Singh and Dr. T. R. Sharma in 2007 is a well-recognized tool for assessing job satisfaction, and Utrecht Work Engagement Scale (UWES-17) was developed by psychologists Wilmar B. Schaufeli and Arnold B. Bakker, along with their colleagues, at Utrecht University in the Netherlands were used for data collection. The present study is carried out with the following objectives. To understand the relationship between job satisfaction and employees engagement among IT employees. To find the experience wise difference in job satisfaction on employees' engagement

3.1 Hypothesis

H₁: There will be a significant relationship between job satisfaction and employee engagement among IT employees.

H₂: There will be a significant difference in the level of employee engagement and job satisfaction based on experience among IT employees.

4. Results

Level of Job Satisfaction and Employee Engagement of Fresher

Ranks				
	Work_Experience	N	Mean Rank	Sum Of Ranks
Job_Satisfaction	Fresher_To_4 years	50	49.14	2457.00

In the "Fresher to 4 years" category, which includes 50 respondents (N = 50), the Mean Rank for job satisfaction is 49.14, with a total Sum of Ranks amounting to 2457.00.

Ranks				
	Work_Experience	N	Mean Rank	Sum of Ranks
Work_Engagement	Fresher_to_4years	50	47.38	2369.00
We_Vigor	Fresher_to_4years	50	47.93	2396.50
We_Dedication	Fresher_to_4years	50	47.24	2362.00
We_Absorption	Fresher_to_4years	50	47.25	2362.50

Overall, employees exhibit a moderate level of work engagement, with a Mean Rank of 47.38 and a Sum of Ranks of 2369.00.

Subcomponents of work engagement

Vigor (Energy & Enthusiasm at Work) shows a slightly higher Mean Rank of 47.93 and a Sum of Ranks of 2396.50, suggesting that employees demonstrate moderate enthusiasm and energy in their work.

Dedication (Sense of Purpose & Commitment) has a Mean Rank of 47.24 and a Sum of Ranks of 2362.00, which is slightly lower than vigor, indicating that employees may feel somewhat less connected or committed to their work compared to their overall energy levels. Absorption (Being Fully Engrossed in Work) yields a Mean Rank of 47.25 and a Sum of Ranks of 2362.50, similar to dedication, implying that employees may not feel deeply immersed in their work.

Level Of Job Satisfaction And Employee Engagement Of Experienced

Ranks				
	Work_Experience	N	Mean Rank	Sum of Ranks
Job_Satisfaction	5years_plus	45	46.73	2103.00

Experienced 45 employees are represented, with a Mean Rank of 46.73, indicating higher job satisfaction compared to other groups. The Sum of Ranks for this group is 2103.00, which reflects the total sum of ranks assigned to the employees in the ranking test.

Ranks				
	Work Experience	N	Mean Rank	Sum of Ranks
Work_Engagement	5years_plus	45	48.69	2191.00
We_Vigor	5years_plus	45	48.08	2163.50

We_Dedication	5years_plus	45	48.84	2198.00
We_Absorption	5years_plus	45	48.83	2197.50

Employees with 5+ years of experience demonstrate relatively high levels of work engagement, with an overall Mean Rank of 48.69 and a Sum of Ranks of 2191.00. When examining the subcomponents of work engagement:

Vigor (Energy & Resilience at Work) has a Mean Rank of 48.08 and a Sum of Ranks of 2163.50, indicating strong, though slightly lower, vigor compared to the overall work engagement.

Dedication (Commitment & Meaning at Work) shows a Mean Rank of 48.84 and a Sum of Ranks of 2198.00, which ranks slightly higher than overall work engagement, suggesting that employees in this group find their work meaningful and feel strongly committed.

Absorption (Deep Involvement in Work) has a Mean Rank of 48.83 and a Sum of Ranks of 2197.50, reflecting high levels of immersion, indicating that experienced employees are deeply engaged and absorbed in their work.

Comparing the Levels of Job Satisfaction and Employee Engagement between Freshers and Experienced Employees

Ranks				
	Work_Experience	N	Mean Rank	Sum of Ranks
Job_Satisfaction	Fresher_to_4years	50	49.14	2457.00
	5years_plus	45	46.73	2103.00
	Total	95		
Work_Engagement	Fresher_to_4years	50	47.38	2369.00
	5years_plus	45	48.69	2191.00
	Total	95		
We_Vigor	Fresher_to_4years	50	47.93	2396.50
	5years_plus	45	48.08	2163.50
	Total	95		
We_Dedication	Fresher_to_4years	50	47.24	2362.00
	5years_plus	45	48.84	2198.00
	Total	95		
We_Absorption	Fresher_to_4years	50	47.25	2362.50
	5years_plus	45	48.83	2197.50
	Total	95		

Job Satisfaction, employees with less than 5 years of experience (Fresher to 4 years) report slightly higher satisfaction, with a Mean Rank of 49.14 and a Sum of Ranks of 2457.00, compared to those with 5+ years of experience, who have a Mean Rank of 46.73 and a Sum of Ranks of 2103.00.

Work Engagement, employees with 5+ years of experience show slightly higher engagement, with a Mean Rank of 48.69 and a Sum of Ranks of 2191.00, compared to those with Fresher to 4 years of experience, who have a Mean Rank of 47.38 and a Sum of Ranks of 2369.00.

Work Engagement Subdimensions:

Vigor (Energy & Enthusiasm at Work) reveals minimal difference between the two groups. Employees with Fresher to 4 years of experience have a Mean Rank of 47.93 and a Sum of Ranks of 2396.50, while those with 5+ years have a Mean Rank of 48.08 and a Sum of Ranks of 2163.50, suggesting both groups feel equally energized in their work.

Dedication (Commitment & Meaning at Work) shows a noticeable difference, with more experienced employees (5+ years) having a Mean Rank of 48.84 and a Sum of Ranks of 2198.00, compared to Fresher to 4 years employees who have a Mean Rank of 47.24 and a Sum of Ranks of 2362.00. This suggests that more experienced employees find more purpose and meaning in their work.

Absorption (Deep Involvement in Work) also shows higher engagement among those with 5+ years of experience, with a Mean Rank of 48.83 and a Sum of Ranks of 2197.50, compared to a Mean Rank of 47.25 and a Sum of Ranks of 2362.50 for employees with Fresher to 4 years of experience. This indicates that more experienced employees are slightly more absorbed in their work.

Relationship Between Job Satisfaction And Employee Engagement

Correlations				
			Job_Satisfaction	Work_Enagement
Spearman's rho	Job_Satisfaction	Correlation Coefficient	1.000	.149
		Sig. (2-tailed)	.	.151
		N	95	95
	Work_Enagement	Correlation Coefficient	.149	1.000
		Sig. (2-tailed)	.151	.
		N	95	95

The Spearman's rho correlation between job satisfaction and work engagement for a sample of 95 employees shows a correlation coefficient of 0.149, indicating a positive but weak relationship between the two variables. This suggests that as job satisfaction increases, work engagement tends to increase slightly; however, the strength of this relationship is minimal.

The significance value ($p = 0.151$) is greater than the 0.05 threshold, meaning the correlation is not statistically significant at the 5% significance level. Therefore, this finding

suggests that the observed relationship may be due to chance rather than representing a true association between job satisfaction and work engagement.

DISCUSSION

A normality test using the Shapiro-Wilk test was conducted to assess whether the data follows a normal distribution and standard parametric statistical tests can be cautiously applied to the Work Engagement variable. An analysis of job satisfaction (JOB SATISFACTION) and work engagement (WE) across different experience levels reveals that junior employees have an average job satisfaction score of 71.04, whereas senior employees have a slightly higher score of 71.76. Despite this difference, both groups fall under the category of meaning that experience level does not significantly influence job satisfaction. Similarly, the average work engagement score for junior employees is 59.98, while for senior employees, it is 62.11. Both scores indicate high engagement levels, but again, the difference is relatively small, showing that senior employees have only a marginally higher engagement level than junior employees. This suggests that factors other than experience may play a more crucial role in influencing work engagement.

The study aimed to investigate the relationship between job satisfaction and work engagement among IT employees, as well as to examine whether experience level influences these factors. The hypotheses formulated were: Hypothesis 1 (H1): Relationship Between Job Satisfaction and Work Engagement The correlation analysis revealed a weak positive relationship (0.149) between job satisfaction and work engagement. However, this relationship was not statistically significant ($p = 0.151$). This suggests that while there is a slight tendency for employees with higher job satisfaction to exhibit greater work engagement, the effect is not strong enough to be considered meaningful. As a result, H1 is not supported by the findings. While this suggests a slight tendency for higher job satisfaction to correlate with greater engagement, the effect is too minimal to support H1. This finding aligns with some prior research, such as Sutyem and Suheri (2020), who found that job satisfaction did not significantly influence organizational commitment, whereas employee engagement did. Similarly, Abdul Aziez (2022) noted that while engagement impacts performance, its linkage with job satisfaction may be context- dependent. However, other studies, like those by Vorina and Simoncic (2017) and Syamsul Maarif et al. (2019), reported a stronger, statistically significant relationship between engagement and satisfaction, suggesting that organizational and cultural factors may moderate this association Hypothesis 2 (H2): Differences in Job Satisfaction and Work Engagement Based on Experience, The analysis revealed minimal differences in job satisfaction and work engagement scores between senior (job satisfaction:

M=71.76; engagement: M=62.11) and junior employees (job satisfaction: M=71.04; engagement: M=59.98). The Mann-Whitney U test confirmed these differences were not statistically significant (job satisfaction: $U=856.5$, $p=0.671$; engagement: $U=829.0$, $p=0.817$), thereby supporting H2. These findings suggest that experience level does not exert a significant influence on either job satisfaction or work engagement among IT professionals. This aligns with existing literature. Delina (2020) research on IT professionals similarly found that demographic variables like experience level showed negligible effects on engagement when controlling for organizational factors.

5. Conclusion

These collective findings imply that organizational interventions aimed at enhancing job satisfaction and engagement should prioritize structural and cultural factors rather than experience-based distinctions. As Bin Shmailan (2017) and Delina (2020) have emphasized, elements such as role clarity, leadership quality, and recognition systems may prove more impactful than seniority in cultivating positive work attitudes among IT professionals. These findings suggest that factors other than experience level may play a more dominant role in shaping job satisfaction and work engagement. Organizational support, job role expectations, and individual personality traits could be more influential determinants. Additionally, since both junior and senior employees reported high levels of job satisfaction and work engagement, it may reflect a positive work environment within the organization where employees feel valued regardless of their tenure.

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