

Impact of Employee Satisfaction on Employee Engagement: A Case Study of Cooper Corporation Pvt. Ltd., Satara

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Abstract

Employee satisfaction and engagement are two critical dimensions that influence organizational performance and long-term sustainability. Satisfied employees exhibit higher levels of productivity, innovation, and retention, while engaged employees are more committed, aligned with organizational goals, and motivated to excel. This study investigates the relationship between employee satisfaction and engagement at Cooper Corporation Pvt. Ltd., Satara, a pioneer in the manufacturing industry. A descriptive research design was adopted to collect and analyse data from 489 employees through structured questionnaires. The findings reveal a significant correlation between satisfaction variables such as work culture, service conditions, and employee engagement. Regression analysis indicates that satisfaction factors explain 54% of engagement variance for staff and 62% for workers. Recommendations to address gaps in promotion policies and workload management are provided to enhance employee satisfaction and engagement further. These insights underscore the necessity of fostering a supportive and growth-oriented work environment.

Keywords: Employee engagement, commitment, work environment, employee satisfaction

Introduction

Organizations across industries are increasingly recognizing the importance of employee satisfaction and engagement in achieving business success. Employee satisfaction refers to the extent to which employees feel content with their roles, responsibilities, and work environment. Conversely, employee engagement is the emotional commitment employees have toward their organization, reflected in their willingness to invest effort and go beyond job requirements.

Cooper Corporation Pvt. Ltd., a prominent manufacturing company established in 1922, is renowned for its engineering excellence and innovation. Despite its success, the company faces challenges in consistently maintaining high levels of satisfaction and engagement among its employees. These challenges include dissatisfaction with promotional opportunities and perceived workload imbalances. This study seeks to address these issues by exploring the interplay between employee satisfaction and engagement within the organization.

Objectives

1. To assess the level of employee satisfaction at Cooper Corporation.

2. To evaluate the current state of employee engagement.
3. To determine the impact of satisfaction factors on engagement levels.

Hypotheses

- **H₀ (Null Hypothesis):** Employee satisfaction does not significantly influence employee engagement.
- **H₁ (Alternative Hypothesis):** Employee satisfaction significantly influences employee engagement.

Significance of the Study

The insights derived from this study are expected to provide actionable recommendations for HR managers and leadership teams to enhance employee morale, productivity, and organizational culture.

Literature Review

Employee satisfaction is a multidimensional construct encompassing job roles, compensation, work-life balance, and interpersonal relationships. Moyes, Shao, and Newsome (2008) define satisfaction as how content an employee feels about their position. Herzberg's Two-Factor Theory categorizes factors affecting satisfaction into hygiene factors (e.g., pay, working conditions) and motivators (e.g., recognition, career growth).

Studies have demonstrated that satisfied employees are more likely to contribute positively to organizational success, leading to improved retention, innovation, and customer satisfaction. Kelloway and Iverson (2003) found that assessing employee satisfaction in the workplace necessitates meticulous monitoring of their perspectives, emotions, opinion and experience within the organizational setting. Djoemadi, Setiawan, Noermijati and Irawanto (2019) state that employee engagement has significant positive relationship with employee satisfaction. Dr. Susan Abraham (2012) Describe employee satisfaction in general through the five factors that can be used to measure the engagement index which are job satisfaction, leadership and planning, culture and ethics, communication, career, recognition and reward, team work, working condition, Training program.

Find that employee satisfaction is key to employee engagement. Engaged employee perform exceptionally well in their job.

Employee engagement, as defined by Sanchez (2012), is the outcome of how employees perceive their work environment, leadership, recognition, and communication practices. Engaged employees demonstrate higher levels of enthusiasm, productivity, and commitment, directly impacting organizational profitability.

Key challenges to engagement include poor leadership, lack of recognition, and insufficient work-life balance. The Gallup Organization (2020) emphasizes that highly engaged teams report a 21% increase in profitability compared to disengaged teams. Ng Kim-Soon (2015) demonstrate that organization that promote employee engagement achieve greater success in term of job satisfaction. Effective engagement is primarily driven by organizational initiatives aimed at creating a supportive work environment. To fulfil this vital role, organization should concentrate on enhancing the factors that influence employee engagement.

Harter (2002) performed a meta- analysis of research previously undertaken by the Gallup Organisation, focusing on the collective feelings of employee engagement. The latter term pertains to an individual's level of involvement and enthusiasm toward their work. Analysing data from 7939 business units across 36 organizations, the finding indicated a strong and significant correlation, engagement and various

business unit outcome, including productivity, profitability, employee turnover, workplace accidents, and customer satisfaction. As per Blessing White (2011) report presented data on employee engagement levels in India for the year 2010. The findings revealed that 37% of Indian employees reported being engaged in their work. When assessing the key drivers of engagement, Indian managers highlighted three primary factors contributing to job satisfaction: career development opportunities and training (28%), increased opportunities to engage in one's strengths (21%) and the provision of more challenging work (15%). The interrelationship between satisfaction and engagement is well-documented. Satisfied employees are more likely to feel emotionally invested in their roles, thereby enhancing engagement. Conversely, engaged employees tend to derive greater satisfaction from their work, creating a virtuous cycle of organizational commitment and productivity.

Methodology

Research Design

This study employs a descriptive research design to explore the relationship between employee satisfaction and engagement.

Sampling Method

Random sampling was used to select 489 employees from various departments of Cooper Corporation Pvt. Ltd. The sample includes:

- **Staff:** 237 employees
- **Workers:** 252 employees

Data Collection

Primary Data: Structured questionnaires designed to assess six dimensions:

- Your Work
- Working Conditions
- Service Conditions
- Work Culture
- Human Relations
- Employee Engagement

Secondary Data: Organizational records, historical data, and academic resources such as journals, books, and websites.

Data Analysis Tools

- Descriptive Statistics: Mean, standard deviation, and variance.
- Inferential Statistics: Correlation and regression analysis using SPSS.

Results and Analysis

Descriptive Analysis

Staff Findings (n=237):

- High satisfaction with working conditions (mean = 4.23).
- Low satisfaction with promotion opportunities (mean = 3.60).

Worker Findings (n=252):

- High satisfaction with service conditions (mean = 4.48).

- Positive perceptions of workload management (mean = 4.41).

Correlation Analysis

- Significant correlations between satisfaction dimensions and engagement.
- Staff: Highest correlation between service conditions and engagement ($r = 0.68$).
- Workers: Highest correlation between service conditions and engagement ($r = 0.65$).

Regression Analysis

- Staff: Satisfaction factors explain 54% of engagement variance ($R^2 = 0.54$).
- Workers: Satisfaction factors explain 62% of engagement variance ($R^2 = 0.62$).

Regression Equation (Workers):

Employee Engagement = $0.683 + 0.241$ (Service Conditions) + 0.229 (Work Culture) + 0.154 (Human Relations) + 0.139 (Your Work) + 0.081 (Working Conditions).

Discussion

The findings highlight a strong relationship between employee satisfaction and engagement. Work culture and service conditions emerged as critical drivers of engagement. Despite overall positive results, dissatisfaction with promotional opportunities among staff indicates a potential area for policy improvement.

Recommendations:

Researcher has stated following suggestions based on analysis of data collected overall observations.

- Researcher has found that employee satisfaction and employee engagement status of the organization is well and good but still there is scope for improvement in some cases where organization needs to think about regarding policies viz. handling work load, promotion policies.
- All the correlations are found to be significant, thus it is found that all variables are related to each other.
- R square of staff data is 0.54 and R square of workers data is 0.62 which is lower as compared to desired standard of 0.6 to 0.7. It means that there are few variables not considered in this project, thus there is scope for another research which will take look to comprehensive perspective of all possible variables which will contribute to respective dependent variable.

Conclusion

This study confirms that employee satisfaction significantly impacts engagement at Cooper Corporation Pvt. Ltd. By addressing gaps in promotion policies and workload management, the organization can further enhance engagement levels, fostering a more productive and committed workforce. Future research could incorporate additional variables, such as technological adaptation and leadership styles, to gain a holistic understanding of engagement drivers.

Data Analysis and Interpretation:

Analysis of Staff Data on Employee Satisfaction:

Descriptive analysis of opinion on employee satisfaction

The satisfaction of 237 sample employees has been assessed using following five variables. These 5 variables talks about, Your Work, Working Conditions, Service Conditions, Work Culture, Human Relations. The opinions have been assessed using five point likert type scale ranging from 5 for strongly

agree to 1 for strongly disagree.

Table No. 1 Your Work

The data processed have been done using mean, d.s. and variance as follows. (n=237)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	I get real sense of accomplishment from my work.	4.18	0.73	0.53
2	I am able to handle my present work load Comfortably	4.30	0.78	0.60
3	My work allows me enough time for my personal life	3.71	0.98	0.97
4	I have given adequate training to perform my Work	3.94	0.91	0.84
5	Considering my qualification, I feel that I have been placed on the right job	4.10	0.88	0.77

(Source: Field data processed by researcher.)

Above table 1 mean for five statements is ranging from 3.71 to 4.30 with standard deviation ranging from 0.73 to 0.98 with variance ranging from 0.53 to 0.97.

It has been seen that mean score is above 3 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. Employees revealed that they get real sense of accomplishment from their work, they are able to handle the work load comfortably, they get enough time for personal life, they have been trained well to perform work. It is also observed that employees feel that they have been placed on the right job according to their qualification. Since, it has been observed that some of the employees didn't handle their work load comfortably as mean for this statement is less as compared to others.

Table No.2 Working Condition

Following table shows mean, d.s. and variance as follows. (n=237)

Sr. No	Statements	Mean	Std. Deviation	Variance
1	The steps taken in my department to control pollution, heat, noise etc. are adequate	4.10	0.80	0.65
2	My working conditions are generally safe	4.23	0.80	0.63
3	The quality of tools, spares, & other facilities are satisfactory	4.07	0.83	0.69

(Source: Field data processed by researcher.)

Above table 2 shows that mean for three statements ranging from 4.07 to 4.23 with standard deviation ranging from 0.80 to 0.83 with variance ranging from 0.63 to 0.69.

Mean score for all the statements is above 4 which indicates that opinions are inclining towards

agreement. There is less deviation observed, which means there is consistency in opinions of all the samples. According to opinions it is seen that there are adequate steps taken in organization to control pollution, heat, noise etc. Overall working conditions are safe to work and quality of tools provided and other facilities are generally good.

Table No.3 Service Conditions

The data processed have been done using mean, d.s. and variance as follows. (n=237)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	Management shows care and concern for my well being	4.15	0.80	0.64
2	I am satisfied with my chances of promotion	3.60	1.13	1.28
3	Our grievances and complaints are being handled properly	3.89	0.84	0.71
4	My superiors are firm and fair in all their official dealings with me	4.07	0.83	0.69
5	My work responsibilities are quite clear to me	4.24	0.75	0.57

(Source: Field data processed by researcher.)

Above table 3 shows that mean for five statements ranging from 3.60 to 4.24 with standard deviation ranging from 0.75 to 1.13 with variance ranging from 0.57 to 1.28. It has been seen that mean score is above 3 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. Employees revealed that management shows care and concern for their well being and their grievances management is done properly. It is also seen that superiors are firm and fair in all the official dealings and employees are clear about their work responsibilities. Since, it has been observed that some of the employees are not satisfied with their chances of promotion as mean is less for this statement as compared to other and also deviation is more.

Table No.4 Human Relations

Following table shows mean, d.s. and variance as follows. (n=237)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	My superiors share all necessary information with me	4.12	0.76	0.58
2	Superiors listen to my ideas and opinions relating to my work	4.18	0.75	0.56
3	My subordinates respect my authority	4.20	0.76	0.58
4	Relationships are considered important at my department	4.04	0.90	0.81

(Source: Field data processed by researcher.)

Above table 4 mean for four statements is ranging from 4.04 to 4.20 with standard deviation ranging from 0.75 to 0.90 with variance ranging from 0.56 to 0.81.

It has been seen that mean score is above 4 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. It has been seen from the responses that superiors share all necessary information with employees they listen to ideas and opinions of employees they respect each other and also possess good relationships

Table No.5 Work Culture

The data processed have been done using mean, d.s. and variance as follows.(n=237)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	I feel my company cares about performance of employees	4.03	0.85	0.73
2	I see most people in my company think in terms of the company	4.02	0.73	0.54
3	Superiors and subordinates mingle freely at the workplace	4.05	0.71	0.50

(Source: Field data processed by researcher.)

Above table 5 shows that mean for three statements ranging from 4.02 to 4.05 with standard deviation ranging from 0.71 to 0.85 with variance ranging from 0.50 to 0.73.

It has been seen that mean score is above 4 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. Employees revealed that management cares about performance of employees they see most of the colleagues thinking in terms of company and superiors and subordinates mingle freely at workplace.

Table No.6 Employee Engagement

Following table shows mean, d.s. and variance as follows. (n=237)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	I feel inspired to meet my work goals	4.25	0.70	0.48
2	I am completely involved in my work	4.47	0.70	0.49
3	The work day goes quickly because I am often engaged in my work	4.46	0.69	0.48
4	Organizational members willingly accept change	4.13	0.74	0.54
5	Organizational members proactively identify future opportunities and challenges	4.11	0.71	0.50

(Source: Field data processed by researcher.)

Above table 6 mean for five statements is ranging from 4.11 to 4.47 with standard deviation ranging from 0.69 to 0.74 with variance ranging from 0.48 to 0.54.

It has been seen that mean score is above 4 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. Employees revealed about

engagement that they feel inspired to meet their work goals. Employees are completely involved in work, it is also seen that employees work day goes quickly. Employees also revealed that organizational members willingly accept the change and proactively identify future opportunities.

Table No. 7 Correlation Analysis

Following table shows correlations between the variables as follows.

Correlations

(n=237)

		Your Work	Working Conditions	Service Conditions	Human Relations	Work Culture	Employee Engagement
Your Work	Pearson Correlation	1	.582**	.682**	.432**	.476**	.474**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	237	237	237	237	237	237
Working Conditions	Pearson Correlation	.582**	1	.592**	.476**	.446**	.507**
	Sig. (2-tailed)	.000		.000	.000	.000	.000
	N	237	237	237	237	237	237
Service Conditions	Pearson Correlation	.682**	.592**	1	.516**	.563**	.483**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	237	237	237	237	237	237
Human Relations	Pearson Correlation	.432**	.476**	.516**	1	.506**	.595**
	Sig. (2-tailed)	.000	.000	.000		.000	.000
	N	237	237	237	237	237	237
Work Culture	Pearson Correlation	.476**	.446**	.563**	.506**	1	.651**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	237	237	237	237	237	237
Employee Engagement	Pearson Correlation	.474**	.507**	.483**	.595**	.651**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	237	237	237	237	237	237

**. Correlation is significant at the 0.01 level (2-tailed). (Source: Field data processed by researcher.)

Above table 7 shows that correlation between 6 variables revealed employee satisfaction. The data collected from 237 samples using 5 point likert scale have been processed. The correlation found to be ranging from 0.432 to 0.682. All the correlations found to be significant at 1% level of significance. The highest correlations found to be between the variables Your work and Service Conditions.

Regression Analysis:

The regression analysis has been performed to check the dependability of Employee engagement on

another expected independent variables viz... Group A: Your Work, Group B: Working Conditions, Group C: Service Conditions, Group D: Human Relations, Group E: Work Culture.

Table No. 8
Model Summary
(n=237)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
3	.736 ^c	.541	.535	.39317

c. Predictors: (Constant), Work Culture, Human Relations, Working

(Source: Field data processed by researcher.)

Above table 8 shows that the R Square value is 0.54 i.e. 54% data have been explained by the variables.

Table No.9
ANOVA^a
(n=237)

Model		Sum of Squares	Df	Mean Square	F	Sig.
3	Regression	42.448	3	14.149	91.533	.000 ^a
	Residual	36.018	233	.155		
	Total	78.466	236			

d. Predictors: (Constant), Work Culture, Human Relations, Working Conditions (Source: Field data processed by researcher.)

From above table 9 it has seen that the calculated value of „F“ is 91.53 at 5% level of significance the „P“ value is 0.000 hence the test is significant which reveals that there is evidence of statistical variance in between the group. Hence further calculations can be considered.

Table No.10
Coefficients^a
(n=237)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
3	(Constant)	1.164	.192		6.055	.000
	Work Culture	.362	.046	.421	7.877	.000
	Human Relations	.263	.048	.298	5.480	.000

Working Conditions	.141	.042	.177	3.376	.001
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a. Dependent Variable: Employee Engagement(Source: Field data processed by researcher.)

From above table 10 regression equation can be stated as follows.

Employee Engagement = 1.164(constant) + 0.362(work culture) + 0.263(human relations) + 0.141(working conditions).

Above equation states that the variable Work culture contributes more towardsemployee engagement.

Part-2

Analysis of Workers Data on Employee Satisfaction:

Descriptive analysis of opinion on employee satisfaction

The satisfaction of 252 sample workers has been assessed using following five variables. These 5 variables talks about, Your Work, Working Conditions, Service Conditions, Work Culture, Human Relations. The opinions have been assessed using five point likert type scale ranging from 5 for strongly agree to 1 for strongly disagree.

Table No. 11Your Work

The data processed have been done using mean, d.s. and variance as follows.(n=252)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	I get real sense of accomplishment from my work	4.38	0.50	0.25
2	I am able to handle my present work load comfortably	4.37	0.61	0.37
3	My work allows me enough time for my personal life	4.21	0.61	0.37
4	I have given adequate training to perform my work	4.29	0.57	0.33
5	Considering my qualification i feel that I have been placed on the right job	4.41	0.52	0.27

(Source: Field data processed by researcher.)

Above table 11 shows that mean for five statements ranging from 4.21 to 4.41 with standard deviation ranging from 0.50 to 0.61 with variance ranging from 0.25 to 0.37.

It has been seen that mean score is above 4 which indicates that opinions are incliningtowards agreement. There is less deviation which means there is consistency inopinions. Employees revealed that they get real sense of accomplishment from their work, they are able to handle the work load comfortably, they get enough time for personal life, they have been trained well to perform work. It is also observed that employees feel that they have been placed on the right job according to their qualification.

Table No. 12 Working Conditions

Following table shows mean, d.s. and variance as follows. (n=252)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	The steps taken in my department to control pollution, heat, noise etc. are adequate	4.22	0.66	0.43
2	My working conditions are generally safe	4.30	0.55	0.30
3	The quality of tools, spares, & other facilities are satisfactory	4.25	0.59	0.35

(Source: Field data processed by researcher.)

Above table 12, mean for three statements is ranging from 4.22 to 4.30 with standard deviation ranging from 0.55 to 0.66 with variance ranging from 0.30 to 0.43. Mean score for all the statements is above 4 which indicates that opinions are inclining towards agreement. There is less deviation observed, which means there is consistency in opinions of all the samples. According to opinions it is seen that there are adequate steps taken in organization to control pollution, heat, noise etc. Overall working conditions are safe to work and quality of tools provided and other facilities are generally good.

Table No. 13 Service Conditions

The data processed have been done using mean, d.s. and variance as follows. (n=252)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	Management shows care and concern for my well being	4.48	0.53	0.28
2	I am satisfied with my chances of promotion	4.10	0.82	0.68
3	Our grievances and complaints are being handled properly	4.11	0.69	0.48
4	My superiors are firm and fair in all their official dealings with me	4.24	0.56	0.32
5	My work responsibilities are quite clear to me	4.37	0.50	0.25

(Source: Field data processed by researcher.)

Above table 13 shows that mean for five statements ranging from 4.10 to 4.48 with standard deviation ranging from 0.50 to 0.82 with variance ranging from 0.25 to 0.68.

It has been seen that mean score is above 4 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions but it seems that they are not satisfied with chances of promotion as it shows more deviation in opinions. Employees revealed that management shows care and concern for their well being and their grievances management is done properly. It is also seen that superiors are firm and fair in all the official dealings and employees are clear about their work responsibilities.

Table No. 14 Human Relations

Following table shows mean, d.s.and variance as follows.

(n=252)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	My superiors share all necessary information with me	4.23	0.49	0.24
2	Superiors listen to my ideas and opinions relating to my work	4.25	0.49	0.24
3	My subordinates respect my authority	4.24	0.50	0.25
4	Relationships are considered important at my department	4.21	0.59	0.35

(Source: Field data processed by researcher.)

Above table 14, mean for four statements is ranging from 4.21 to 4.25 with standard deviation ranging from 0.49 to 0.59 with variance ranging from 0.24 to 0.35.

It has been seen that mean score is above 4 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. It has been seen from the responses that superiors share all necessary information with employees they listen to ideas and opinions of employees they respect each other and also possess good relationships.

Table No. 15 Work Culture

Following table shows mean, d.s.and variance as follows.

(n=252)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	I feel my company cares about performance of employees	4.38	0.51	0.26
2	I see most people in my company think in terms of the company	4.33	0.51	0.26
3	Superiors and subordinates mingle freely at the workplace	4.25	0.56	0.32

(Source: Field data processed by researcher.)

Above table 15 shows that mean for three statements ranging from 4.25 to 4.38 with standard deviation ranging from 0.51 to 0.56 with variance ranging from 0.26 to 0.32.

It has been seen that mean score is above 4 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. Employees revealed that management cares about performance of employees they see most of the colleagues thinking in terms of company and superiors and subordinates mingle freely at workplace

Table No. 16 Employee Engagement

The data processed have been done using mean, d.s. and variance as follows. (n=252)

Sr.No.	Statements	Mean	Std. Deviation	Variance
1	I feel inspired to meet my work goals	4.31	0.51	0.26
2	I am completely involved in my work	4.35	0.50	0.25
3	The work day goes by quickly because I am often engaged in my work	4.34	0.53	0.28
4	Organizational members willingly accept change	4.22	0.58	0.33
5	Organizational members proactively identify future opportunities and challenges	4.22	0.54	0.29

(Source: Field data processed by researcher)

Above table 16, mean for four statements is ranging from 4.22 to 4.35 with standard deviation ranging from 0.50 to 0.58 with variance ranging from 0.25 to 0.33.

It has been seen that mean score is above 4 which indicates that opinions are inclining towards agreement. There is less deviation which means there is consistency in opinions. Employees revealed about engagement that they feel inspired to meet their work goals. Employees are completely involved in work, it is also seen that employees work day goes quickly. Employees also revealed that organizational members willingly accept the change and proactively identify future opportunities.

Correlation Analysis

Table No. 17

Following table shows correlations between the variables as follows.

Correlations (n=252)

	Your Work	Working Conditions	Service Conditions	Human Relations	Work Culture	Employee Engagement
Pearson Correlation	1	.334**	.479**	.364**	.359**	.515**
Sig. (2-tailed)		.000	.000	.000	.000	.000
N	252	252	252	252	252	252
Working Conditions	.334**	1	.470**	.453**	.522**	.532**
Sig. (2-tailed)	.000		.000	.000	.000	.000
N	252	252	252	252	252	252
Service Conditions	.479**	.470**	1	.511**	.471**	.653**
Sig. (2-tailed)	.000	.000		.000	.000	.000
N	252	252	252	252	252	252

Human Relations	Pearson Correlation	.364**	.453**	.511**	1	.586**	.597**
Work Culture	Sig. (2-tailed)	.000	.000	.000		.000	.000
Employee Engagement	N	252	252	252	252	252	252
Human Relations	Pearson Correlation	.359**	.522**	.471**	.586**	1	.639**
Work Culture	Sig. (2-tailed)	.000	.000	.000	.000		.000
Employee Engagement	N	252	252	252	252	252	252
Human Relations	Pearson Correlation	.515**	.532**	.653**	.597**	.639**	1
Work Culture	Sig. (2-tailed)	.000	.000	.000	.000	.000	
Employee Engagement	N	252	252	252	252	252	252

** . Correlation is significant at the 0.01 level (2-tailed). (Source: Field data processed by researcher)

Above table 17 shows that correlation between 6 variables revealed employee satisfaction. The data collected from 252 samples using 5 point likert scale have been processed. The correlation found to be ranging from 0.334 to 0.653. All the correlations found to be insignificant at 1% level of significance. The highest correlations found to be between the variables Service Conditions and Employee Engagement.

Regression Analysis:

The regression analysis has been performed to check the dependability of Employee engagement on another expected independent variables viz.. Group A: Your Work, Group B: Working Conditions, Group C: Service Conditions, Group D: Human Relations, Group E: Work Culture.

Table No. 18
Model Summary
(n=252)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
5	.789 ^e	.623	.616	.25464

e. Predictors: (Constant), Service Conditions, Work Culture, Your Work, Human Relations, Working Conditions

(Source: Field data processed by researcher.)

Above table 18 shows that the R Square value is 0.62 i.e. 62% data have been explained by the variables.

Table No.19
ANOVA^a
(n=252)

Model	Sum of Squares	Df	Mean Square	F	Sig.
5 Regression	26.378	5	5.276	81.362	.000 ^f
5 Residual	15.951	246	.065		

Total	42.329	251			
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f. Predictors: (Constant), Service Conditions, Work Culture, Your Work, Human Relations, Working Conditions (Source: Field data processed by researcher.)

From above table 19 it has seen that the calculated value of „F“ is 81.36 at 5% level of significance the „P“ value is 0.000 hence the test is significant which reveals that there is evidence of statistical variance in between the group. Hence further calculations can be considered.

Table No. 20
Coefficients^a
(n=252)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
5 (Constant)	.683	.185		3.691	.000
Service Conditions	.241	.041	.301	5.910	.000
Work Culture	.229	.043	.280	5.331	.000
Your Work	.139	.037	.172	3.784	.000
Human Relations	.154	.048	.166	3.209	.002
Working Conditions	.081	.035	.112	2.300	.022

a. Dependent Variable: Employee Engagement(Source: Field data processed by researcher.)

From above table 20 regression equation can be stated as follows.

Employee Engagement = 0.683(constant) + 0.241(service conditions) + 0.229(work culture) + 0.139(your work) + 0.154(human relations) +0.081(working conditions).

Above equation states that the variable service conditions contributes more towards employee engagement

ANNEXURE

Employee Satisfaction & Engagement Survey

Personal Information:

1.	How old are you?	18-26	27-42	43-58	59 & above
2.	Gender	Male	Female		
3.	Marital Status	Married	Unmarried		
4.	Education	10th	12th	Graduation	Post Graduation
5.	Unit name				

1. Your Work:

Sr. No.	Statements	Strongly Disagree	Disagree	Can't Say	Agree	Strongly Agree
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1.	I get real sense of accomplishment from my work.					
2.	I am able to handle my present work load comfortably.					
3.	My work allows me enough time for my personal life.					
4.	I have given adequate training to perform my work.					
5.	Considering my qualification, I feel that I have been placed on the right job.					

2. Working Conditions:

Sr. No.	Statements	Strongly Disagree	Disagree	Can't Say	Agree	Strongly Agree
1.	The steps taken in my department to control pollution, heat, noise etc. are adequate.					
2.	My working conditions are generally safe.					
3.	The quality of tools, spares, & other facilities are satisfactory.					

3. Service Conditions:

Sr. No.	Statements	Strongly Disagree	Disagree	Can't Say	Agree	Strongly Agree
1.	Management shows care and concern for my well being					
2.	I am satisfied with my chances of promotion.					
3.	Our grievances and complaints are being handled properly.					
4.	My superiors are firm and fair in all their official dealings with me.					
5.	My work responsibilities are quite clear to me.					

4. Human Relations:

Sr. No.	Statements	Strongly Disagree	Disagree	Can't Say	Agree	Strongly Agree
1.	My superiors share all necessary information with me.					
2.	Superiors listen to my ideas and opinions relating to my work.					
3.	My subordinates respect my authority.					
4.	Relationships are considered important at my department.					

5. Work Culture:

Sr. No.	Statements	Strongly Disagree	Disagree	Can't Say	Agree	Strongly Agree
1.	I feel my company cares about performance of employees.					
2.	I see most people in my company thinking in terms of the company.					
3.	Superiors and subordinates mingle freely at the workplace.					

6. Employee Engagement:

Sr. No.	Statements	Strongly Disagree	Disagree	Can't Say	Agree	Strongly Agree
1.	I feel inspired to meet my work goals.					
2.	I am completely involved in my work.					
3.	The work day goes by quickly because I am often engaged in my work.					
4.	Organizational members willingly accept change.					
5.	Organizational members proactively identify future opportunities and challenges.					

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