

EMPIRICAL ANALYSIS ON THE AFFILIATION BETWEEN JOB SATISFACTION AND EMPLOYEE ENGAGEMENT: A SURVEY IN FINANCIAL INSTITUTIONS OF BANGLADESH

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Abstract: In perspective of quickly changing business condition, organizations must dedicate more prominent push to upgrade their abilities and it must not be overlooked that the achievement and contending energy of the association rely upon conferred, exceptionally energetic, fulfilled and imaginative HR. While dialog of employee engagement has been predominant in the prominent writing for a long time, be that as it may, this idea should be an on-going investigation by scientists because of quickly changing business condition. The motivation behind this investigation is to decide the connection between worker engagement and employment fulfillment by looking into and deciding all variables which influence on this connection. For this reason, a novel and creative calculated system are utilized and exhibited. Engagement is for the most part worried about setting up and fabricating trust amongst administration and workers and rousing their support. It is one of the present day ideas which is trusted ready to enhance the human component in the current associations to accomplish abnormal amounts of participation, solidarity, self-assurance, development, free considering and business enterprise. This examination is unmistakable in light of the gathering and investigation of consequences of studies, reports, periodicals, and books identified with the point of concentrate keeping in mind the end goal to explore the connections between employee engagement and employment fulfilment and job satisfaction. In light of distinct examination, the analyst has created three primary rules to make successful strengthening and additionally engagement which prompts high degree for work fulfilment General guidelines for enabling Managers, rules for designation and rules for law based administration. A poll comprising of Job fulfilment subscale and Employee engagement was utilized to gather information. Relationship results showed that Job fulfilment and Employee engagement were emphatically related.

Keywords: Employee strengthening, Employee engagement, Delegation, Team Spirit, Vote Based Authority

1.1 Introduction

Employee engagement has developed as a basic driver of business achievement in the present aggressive commercial centre. Further, worker engagement can be an integral factor in hierarchical achievement. Not exclusively does engagement can possibly fundamentally influence employee maintenance, efficiency, and faithfulness, it is likewise a key connect to consumer loyalty, organization notoriety and general partner esteem. In this way, to pick up a focused edge, associations are swinging to HR to set the motivation for employee engagement and duty. Employee engagement is characterized as "the degree to which workers focus on something or someone in their association, how

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hard they work and to what extent they remain because of that dedication." Research demonstrates that the association between a representative's occupation and authoritative technique, including seeing how essential the occupation is to the association's prosperity, is the most imperative driver of employee engagement. Truth be told, workers with the most abnormal amounts of responsibility perform 20% better and are 87% less inclined to leave the association, which demonstrates that engagement is connected to hierarchical execution. Worker engagement is a property of the connection between an association and its representatives. A "drew in worker" is one who is completely consumed by and eager about their work thus makes positive move to facilitate the association's notoriety and interests. An association with "high" worker engagement may consequently be required to beat those with "low" employee engagement, all else being equivalent. Employee engagement is a work environment approach intended to guarantee that workers are focused on their association's objectives and qualities, spurred to add to authoritative achievement, and are capable in the meantime to upgrade their own feeling of prosperity. Conversely, work fulfilment—a term at times utilized reciprocally with employee engagement—is characterized as how a worker feels about his or her occupation, workplace, pay, benefits, and so on. The more joyful individuals are with-in their employment, the more fulfilled they are said to be. Employment fulfilment is not the same as Motivation or Aptitude in spite of the fact that it is plainly connected. Worker engagement is an intricate idea, with many issues impacting engagement levels.

1.2 Literature Review

The connection between Job fulfilment and worker engagement have been considered and revealed by numerous specialists. An endeavour is made here to feature a couple of the investigations to help the present examination. Sobia Ali and Yasir Aftab Farooqi (2014) directed an examination to ponder the Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Engagement and Employee Performance". The motivation behind this examination was to distinguish the impact of work over-burden in work fulfilment and impact of occupation fulfilment on employee engagement and worker execution. Information was gathered with the assistance of poll and the specimen of 207 workers of the Public Sector University of Gujranwala Division was chosen and information was dissects utilizing SPSS programming. This examination uncovered that the work over-burden is the real worry for the association and it additionally influences work fulfilments, employee engagement, and worker execution. The examination's discoveries suggest that to limit the issue of work over-burden and stress different methodologies could be received like preparing, work pivot and reward framework. This investigation has additionally prescribed measures so as to adapt to the work over-burden like expanded utilization of cutting edge innovation, which would diminish the workload at singular representatives and the association ought to comprehend the need of its workers and give what is best to them. Fachrunnisa Olivia et al (2014) considered the Role of Workplace Spirituality and Employee Engagement to Improve Job Satisfaction and Performance. The investigation talked about the part of inventive process engagement between pioneer fieldworkers-group to upgrade work fulfilment and execution of field specialists and furthermore the part of work

environment otherworldly existence and imaginative process engagement to improve work fulfilment and execution. This examination was led in Indonesian government office and information was broke down utilizing relationship investigation and t-test. The outcomes demonstrated that work environment otherworldly existence and imaginative process engagement was required to make work fulfilment which at that point prompts worker execution. The examination's discoveries demonstrated that the imaginative procedure engagement was decidedly identified with worker execution. Deepa and Kuppusamy (2014) led an exploration to investigate the Impact of Performance Appraisal System on Job Satisfaction, Employee Engagement, Organizational Citizenship behaviour and Productivity. The paper condensed the theoretical establishment of execution examination framework and its connection between Job Satisfaction, Organization Culture, Organization Citizenship behaviour, Employee Engagement and in this way with Productivity. The outcomes demonstrated that execution evaluation framework helps both the representatives and the association in expanding their profitability and it would consequently build the Organizational Commitment and Organizational Citizenship behaviour in the workers. Once the representatives found that they are happy with their employment, at that point they draw in themselves towards the work which prompts increment in their profitability. The examination likewise presumed that Performance Appraisal System could be utilized to urge the representatives to have an incredible Organizational Commitment which thus would make them work effectively for the association in order to have a more prominent hierarchical duty. Execution Appraisal System likewise helped the workers to persuade themselves in two ways; either fiscally or non-monetarily. Monetarily, by giving additional impetuses, it helped the representatives to spur themselves and makes them have a greater responsibility in the association. Schreurs, et al (2013) led an examination to investigate the connection between Pay-Level Satisfaction and Employee Outcomes: The direct Effect of Employee-Involvement Climate. This investigation analysed the employee inclusion atmosphere, (for example, data sharing and basic leadership atmosphere) as a mediator of connection between pay-level fulfilment and worker results, (for example, work fulfilment, full of feeling duty and turnover intentions). The information was gathered from 22,662 Belgian representatives from 134 associations utilizing an institutionalized poll. The outcomes demonstrated that expansion in pay-level fulfilment fortifies occupation fulfilment and full of feeling a duty and decreases turnover goal. The investigation additionally uncovered that the worker association atmosphere had a differential impact on the connection between pay levels fulfilments and employee results. Multi-level examinations uncovered that the basic leadership atmosphere supported the negative impacts of low pay level fulfilment and that a data sharing atmosphere exacerbated the negative impacts of low pay level fulfilment. Biswas Soumendu and Bhatnagar Jyotsna (2013) directed an investigation on Mediator Analysis of Employee Engagement: Role of Perceived Organizational Support, P-O Fit, Organizational Commitment and Job Satisfaction. This paper had evaluated the interceding part of employee engagement between saw authoritative help (POS) and individual –organisational fit (P-O fit) as the forerunners and hierarchical responsibility and employment fulfilment as the outcomes. The paper additionally endeavoured to build up discriminator legitimacy between worker engagement and authoritative responsibility. The information was gathered from six

Indian associations and a specimen of 246 Indian administrators was chosen. The outcome demonstrated that when people see constructive levels of authoritative responsibility it would prompt more elevated amounts of endeavour which additionally prompts larger amount of employee engagement. A more elevated amount of worker engagement mirrored the more prominent trust and the steadfast connection between the people and the association.

2. Objectives

Eventually perusing reviewing studies, reports, periodicals and books identified with the point of study, analyst could recognize those primary destinations of this research at those Emulating targets.

1. The thing that will be the intending about job satisfaction?
2. What may be those intending from claiming Worker engagement?
3. The thing that is the alliance the middle of particular occupation fulfilment also employee engagement?
4. By what means would enhance the alliance the middle of these variables?

3.1 Methodology

The exhibit consider might have been directed with think the sway of employment fulfilments variables employee engagement On two money related organizations in particular bank Asia and NCC bank Ltd. Elementary and in addition auxiliary information were utilized. The number for the study might have been 197 workers. A questionnaire might have been readied with 45 proclamations looking into particular occupation fulfilment Furthermore gallop 12 proclamations once employee engagement. Those dependability (Alpha score) about work fulfilment scale and the employee engagement scale might have been discovered will make 0. 84. This questionnaire might have been used to gather grade information starting with 197 respondents through An review. Dependent upon those comes about suitableness suggestions need aid provided for will enhance employee engagement levels.

3.2 Hypothesis

H01: there will be no huge relationship the middle of work fulfilment what's more Worker engagement.

H02: there will be no critical sway of particular occupation fulfilment for Worker engagement.

3.3 Results

For dependability Cronbach's alpha test need been connected. Those things of the questionnaire measured work fulfilment What's more Worker engagement and the

cronbach's alpha worth might have been. 842. Those unwavering quality coefficient is all the more afterward. 70, that demonstrates information will be dependable.

| | |
|----------------|------------------|
| No. of Objects | Cronbach's Alpha |
| 67 | .842 |

3.4 Data Analysis

Hypothesis Testing

To find out the relationship between job satisfaction and employee engagement, correlation analysis was done and the results are given below. Table

| | | |
|------------------------------|---------------------------|------------------------------|
| | Total of Job Satisfaction | Total of Employee Engagement |
| Pearson Correlation | 1 | .198 |
| Total of Job Satisfaction | | |
| Sig. (2-tailed) | | .006 |
| N | 197 | 197 |
| Total of Employee Engagement | | |
| Pearson Correlation | .197 | |
| Total of Employee Engagement | | |
| Sig. (2-tailed) | .006 | |
| N | 197 | 197 |

Table 1: Correlation between Job satisfaction and Employee engagement

Hypothesis 2: To Study the impact of job satisfaction on employee engagement

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | |
|-------|------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|---------------|
| | | | | | R Square Change | F Change | df1 | df2 | Sig. F Change |
| 1 | .197 | .039 | .034 | 2.75780 | .039 | 7.864 | 1 | 195 | .006 |

4. Findings

Analyst essentially wills synopsis engagement at the Emulating points: Human asset may be viewed as a majority profitable advantage for whatever association. Those workers need aid the hot spot about knowledge, aptitudes and abilities that can't make imitated toward those rivals. Technologies, results Furthermore techniques would effectively imitated by those competitors; however, during the end of the day, representatives are the practically key asset of the agency.

Numerous supervisors feel that toward empowering employees, they will lose their obligation will wrist bindings Also control those association. This is not that instance. Engagement may be really An climax of A large number of the thoughts Furthermore

principles of Worker fulfilment that are talked about and broke down every now and again to an assortment of books and periodicals kept tabs on the liable. Worker engagement is a two agreed coin. For workers will make enabled those management administration must have any desire also think that Worker engagement makes beneficial. Benefits of the business feeling Also representatives must gesture. Employee engagement doesn't mean that administration no more need those obligation on lead the association What's more is not answerable for execution. If anything those inverse may be genuine inconsistency. Stronger administration Also responsibility may be requested over an association that looks with enable workers. This begins with those official leadership, through constantly on management levels furthermore incorporates bleeding edge directors. It may be just when those whole association is eager to fill in Likewise An less group that the genuine profits of Worker engagement would figure it out.

To whatever agency so as with revel in those returns from Worker engagement that authority must unflinchingly worth of effort with make the worth of effort earth the place it is clear will the sum that Worker engagement will be desired, needed Furthermore growth. Management's obligation may be will make nature's domain for employee engagement which prompt employment fulfilment. Empowering representatives prompts sure comes about to employees, their managers, Furthermore their associations additionally prompt authoritative consolation of entrepreneurial qualities Also prompts workers will make great decisions, make action, What's more encourage their conviction that they could take control of their own destinies. This conviction prompts self-motivation Furthermore a sense from claiming autonomy that is translated under more stupendous devotion What's more additional exert for those association. Enabled representatives arrive at accept that they control their triumph through their deliberations and tough work, which thus profits the accomplishment of the whole organization.

Will aggregate up, in a boss necessities a profoundly motivated, innovative, profitable mankind's resource, the vitality for occupation fulfilment and authoritative dedication if not a chance to be overlooked. It will be clear that occupation fulfilment and authoritative dedication will abstain from turnover. Each Worker need distinctive sorts for necessities what's more desires and it may be difficult with fulfil each require Also desire of the workers. Both employee furthermore boss ought to attempt should produce a working condition that they will partake) energizes a happy, Roused and profitable climate on range those specific objectives.

4.1 Why employee engagement fails

There are a variety of possible rationality for the want of greater authorisation in companies and the relatively low horizontal surface of success.

- Authorization represents a significant change in most constitution. handler think that they are able to look at bigger picture goals and determine what of the many demands on their fourth dimension they will make a presidency . Major power t requires that managing director give up some of their control to employee s. managing director may be afraid to delegate responsibilities and power. Manager may be afraid that if

subordinates fail to do work properly, the manager's carrying out will suffer. Some managers are threatened by programs that would reduce their power and exalted condition as heroic verse leaders (and their claim to a disproportionate contribution of the profits). Managers need organizational support and training in empowering leading department in order to make empowerment efforts succeed.

- Employee Authorization consume time and effort, it may take considerable time to shift from a command and control civilisation to employee empowerment concept. If an organization has not be actively create employee empowerment culture, it may consume time and effort before employees offset to respond. Often the first efforts and Synonyms/Hypernyms of noun communication are sports meeting with employee derision and send-up. To be successful, empowerment must be seen as a long-term program of employee constituent incitation and involvement.
- Employees may resist empowerment. Determination qualification and influence are part of the political power system in organizations. Employees may have been accustomed over the led to follow orders, not participate with management. They fear the increased levels of responsibility and accountability so Managers might assume that employees already have the required skills to offset a good empowerment program

4.2 Results of Employee Satisfaction Survey at NCC Bank

NCC bank considers that the greatest assets a company has are its people and that customer satisfaction cannot be achieved without employee satisfaction. The employee satisfaction survey conducted in FY2015 on employees revealed an affirmative response rate of over 70% regarding "satisfaction with organization life" and "feeling that one's job is rewarding."

4.3 Results of Employee Satisfaction Survey at Bank Asia

The bank has invested huge time to learn their workers on the Disney Company's mission and values. Employees are empowered when working at SIBL bank due to many different educational options delivered to employees. It raises an employee-learning environment to empower employees by making use of an executive progression program, a showcase explaining the different business designs offered to supervisors, management, or leadership development. This employee training helps develop computer skills and talents utilized at bank. According to the president of the bank it pushes individuals to increase focus and concentrate more on ways to succeed within the organization.

5. Conclusion

This study focused on employee engagement and how engagement is related to job satisfaction. The aim of engagement is to create a culture where employees have freedom to express themselves and have the liberty to make decisions about how they work.

Those point from claiming strengthening to make a society the place Worker have flexibility with express themselves What's more need the freedom to decide around how they worth of effort.

Strengthening alternately participative management may be standouts among the most powerful approaches about making a difference workers will use their inventive abilities with enhance their execution inside the association they fill in to. So as to make successful Empowering workers it may be require reasonable correspondence channels. This will oblige oversee economy on put resources into expanded sums for time conveying will representatives Also permitting to sentiment. In addition, it will require that oversee economy sincerely assess those correspondence styles What's more techniques that would constantly utilized in the institutional to guarantee the vast majority effective forms workable.

Workers strengthening assume a paramount part previously, expanding the company's execution. Scientists recommended different focuses for see on the issue of democratizing those working earth. Exactly of them state that it may be extremely critical to make An equitable nature's domain in the organization Furthermore take after standards for employee inclusion. They accentuate that Likewise long Concerning illustration kin in the agency would persuaded on feel creatively, impact their schedule, provide the screening of their own execution Also partake in the exercises of the company, they have much higher execution. They contend that it may be extremely critical will enable representatives.

However, there are different focuses for perspective on the Worker contribution to organizations. Exactly specialists mark that the approach for engaging workers may be not extremely advantageous for organizations a direct result it need A large number Hindrances. Besides, large portions masters have arrive at a Decision that employee association will be simply a myth. To reality, no workers would include in choice making in the organization.

Investigations need headed us of the determination that Worker contribution in organizations will be generally meant toward the increment of the company's execution. Organizations act At whatever sort of employee contribution in the transform from claiming choice making in place on empower those workers will get An full see of the company's operations and take an interest in distinctive vital exercises. Similarly as representatives get more educated over those exercises of the shares of the organization Furthermore get assignments with great responsibility, they need aid setting off should perform during An larger amount. Because of the expansion of the employees' performance, those execution of the particular organization will additionally expansion.

6. Recommendations

6.1 How to relate engagement to increase job satisfaction and productivity among employee

In place with enable employees, four separate elements need aid paramount. The individuals diverse variable fill in Likewise an component to enable employee, which will provide for the representatives space on one gesture more freely done accomplishing their employments the individuals are: information, knowledge, force and remunerates.

- **Information:** for any associations the place the workers would fully empowered, no majority of the data something like the organization may be held mystery to Worker. That is representatives must accept each majority of the data around the execution of the particular organization.
- **Knowledge:** previously, then afterward empowering workers each organization requirement on provide for preparing to expanding learning Furthermore abilities of representative which develop their issue comprehending choice making proficiencies. As Eventually Tom's perusing Hosting force of information What's more skills, an employee camwood have the ability should help the objectives of the agency.
- **Power:** should aggravate generous decisions, workers must need the control by surrendering a portion of the control customarily held Toward management, which implies administrators likewise must tackle new roles, information and responsibilities.
- **Rewarding:** the workers need with get reward on the support their exhibitions and organization's execution. Those representatives could be additional conferred towards the organization by hosting handy appreciation, engagement with growth, distinguishment and trust.

6.2 Strengthening methodologies.

Some of the modern suggestion for effective practice of employee engagement and to boost job satisfaction among employees

Evolving way from claiming worth of effort definition: the content of the fill in (to build exercises the required about work) or commission toward extending those implying and schema (determining new employments which suitability to dream and mission about organization); by improvement method, will increment power from claiming employee Also intending about occupation. Toward growth those compass about control, should encourage power move from supervisors to subordinates. Toward expanding the capacity of the supervisors (with successful preparation programmes, recruitment system), should encourage Also sway power offering supervisors for their subordinates a result the idea for strengthening relies upon force that might stretch.

Relegate agency values.

Relegate a standout among the company's values with an certain employee, each month, In view of a peer-voting procedure. Those individual who best quell that worth might be situated similarly as a sample Furthermore be publicly recognized for as much activities.

Have groups make their set of qualities.

The company have to Plan for own diversion tenets makes playing a considerable measure a greater amount some good times. Group collaboration may be not a simple goal should attain, and it's doubtlessly not a fast particular case. However it may be fundamental of the end-game objective Furthermore of the general execution of the task. Hosting groups make An group culture, In view of 2-3 usually suitably values or ground standards might help sustain and accelerate that methodology.

Energize personal undertakings.

Provide for representatives a 1-2 h/ day window will seek after their activities. Hosting kin from separate divisions interfacing and bobbing plans could help get another point of view. Tasks and activities camwood get new directions, empowering an inventiveness and vitality stream that might main profit whatever remains of those working hours.

Relegate a buddy/mentor to each newcomer.

A critical a piece of the on boarding methodology will be Hosting somebody response some truly imperative inquiries. Inquiries that somebody might make reluctant will basically ask an administrator. Building a dependable association for somebody for that's only the tip of the iceberg background in that organization could assistance aide those newcomers. Along these lines he alternately she might superior adjust what's more develop and only those cooperation.

Bring themed office days.

To the All the more liberal companies, this activity could achieve a considerable measure of entertainment only and expand Worker devotion. Achieve Organization with worth of effort alternately chocolate cam wood support up Worker spirit What's more slaughter tedium at work.

Bring less group photographs

Bring photographs of Organization cooperation for a wall, or outline them around the office. Gathering photos, clever photos, occasion's photographs alternately irregular photographs snapped at kin weren't viewing. It's a social component that cam wood energizes and cultivates worth of effort connections and Worker engagement.

Assume the satisfaction at work card amusement.

By applying learning of the mind what's more entryway we worth of effort together, decide bliss worth of effort captivates grown-up learners to a exceptional Also capable lifestyle. It is An capable device around that captivates learning, application, silliness Furthermore team-building to An fun, facilitation experience and it shows science-based

devices as it were that permits individuals to securely raise Furthermore examine issues, manufacture trust, and support engagement.

Sway volunteering

Whether the company discover the established money-to-charity approach, Organization ought to further bolstering attempt those new volunteer-for-a-cause point. Provide for workers several about times A month should volunteer to An reason they help. Here's an incredible reference article.

Raise salaries.

What's more moved forward those client knowledge by creating workers will be additional propelled also locked in.

Remind individuals Organization Company's mission and qualities

It's significant that the company emphasize, once done An while, what Organization remains to. People need with make reminded for the reason they need aid completing the thing that they're completing.

Perceive Furthermore urge advancement.

What something like that task that went together so great What's more needed some astounding upgrades that nobody at first thought of? Figure out who went up for that ticket. Provide for them a inviting "Good job!" or distinguish them publicly for setting off those additional mile.

Commend achievements.

Enormous alternately small, they are that robust verification that the fill in people are placing to need implying. Nobody could experience assignments What's more assignments to months, alternately considerably a long time without smouldering crazy. Refill their vitality tanks with A percentage distinguishment Furthermore commend their difficult fill in. This is likewise an incredible approach should paste together groups.

Celebrate kin

Birthdays, promotions, retirements, newcomers welcoming, there would a lot for paramount minutes the place kin cam wood make set during that front of the agency. They settle on the organization What's more it's an incredible furthermore unwinding method for demonstrating to them that they is concerned.

Provide for and accept reaction.

Yes, everybody knows that Also Everybody discussions something like it. In any case it's truly hard to execute. Organization is managing peoples' work, their position, and their feelings furthermore magic accomplishment variables. It's a hazardous blend that those off sentiment cam wood make will blast. Stay with it basic. The table and schema or an arrangement that workers might use with certainty Furthermore genuineness.

Attempt a portion surprising representative engagement plans.

It's the little things that might at some point settle on a Contrast. In Hosting shaded mugs at work alternately a magnificent air freshener.

Hint at admiration.

This ought to be the foundation of each office must have collaboration. Particularly The point when it goes should people in distinctive hierarchies. Peruse a greater amount over regard in the working environment.

Enable the representatives

Nothing makes a more terrific awareness of other's expectations and proprietorship such as hosting the choice force. Don't be anxious with tell people be their pioneers. It's most likely an incredible approach to Fabricate trust, concerning illustration contradicted to micro-management.

Urge Taking in

Organizations have to conduct test What's more backing representatives for taking in Also Creating their aptitudes. Not best will Organization have An Roused Furthermore well-prepared workforce in any case Organization .they will see a build over representative satisfaction Also representative engagement.

Get social.

Try out, need fun, need team buildings Furthermore weekend competitions! it cam wood make generally overpowering will work, work, worth of effort 8-12h a day What's more pine for a weekend that passes to a squint for a eye. Join sports competitions Also urge cooperation playing exercises.

Verify individuals bring every last one of assets they necessity

This doesn't heartless similar to other ordinary representative engagement thoughts However it need a critical reason for existing. Organization compelling reason should verify that Organization have the fundamentals secured in front of Organization proceed onward will other, more abstract, thoughts. Prepare Organization representatives for the devices Also frameworks that will settle on their vocation simpler. This way, Organization will get them with contribute their vitality under completing great work, As opposed to wasting precious period.

Solicit the individuals who by any means know Worker engagement.

Continuously Likewise this may be an equitably new business component, Organization ought trust those masters. Counsel those good individuals to help Organization Fabricate a strong Worker engagement method.

Get replies from Organization representatives and also blacks.

This may be identified with input be that it's A greater amount of a backhanded input. Screen Furthermore dissect employees, groups and the general workspace. Organization

will get exactly fundamental pointers under what meets expectations also what Organization could enhance.

Manufacture long haul engagement.

Don't settle to a fast fix. Create An long haul Worker engagement system for reasonable destinations Also movement steps for more than An year, that point re-evaluate What's more expand on it.

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