

# Impact Of Employee Engagement Factors On Job Satisfaction In Employees Working In Five-Star Hotels In Haryana

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## **ABSTRACT**

The aim of this paper is to know the relationship between employee engagement and job satisfaction. So, the term employee engagement starts from the first day of the recruitment, as the organization wants the best talent for the long time. It is very helpful for the organization as well as the employees. The people spend most of their time to their job, and the spirit towards their job and their motivation is considered to a very important factor for the job satisfaction. "Engaged employees are emotionally more connected with their job and organization which leads to get higher productivity for the employees as well as employer", (Gaur et al., 2015). The effect of employee engagement on job satisfaction has been studied by so many experts. There findings are "the more enthusiastic the workers are, the better operating results they achieve for the company". Employee engagement is the reflection of job performance as well as the business performance relating to key areas like, health & safety, customer satisfaction, efficiency & effectiveness, salary, promotions, working environment etc. (M. Rama Kumari et al. 2017). This study intends to study the relationship between employee engagement and job satisfaction in hotels industry and analyze the impact of employee engagement factors on job satisfaction in employees working in five-star hotels in Haryana. The findings reveals that the major factors that plays significant role in affecting job satisfaction of employees are rewards and recognition factors, opportunity factors, colleagues support factor, flexibility at work factor of employee engagement.

**Keywords:** employee engagement, job satisfaction, hotel industry,

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## **INTRODUCTION**

The birth of the term "employee engagement" which is an individual emotional phenomenon. The Gallup organization conducted studies on employee engagement from the mid to late 1980s and

published their results in a very popular book, "First, Break All the Rules"(Ferguson). The first published use of this term employee engagement was in the academy of Management Journal Article "Psychological Conditions of Personal Engagement and Disengagement at Work", (Kahn, 1990).

Employee engagement also called worker engagement, is a business management concept. For the study of employee engagement and its relationship with job satisfaction, many researchers found that the survey method is the best method.

As a result of different research paper provide several avenues of actions, from which the common ten **C's** of employee engagement are connect, clarity, carrier, congratulate, convey, contribute,

collaborate, control, credibility, and confidence. There are three levels of engagement, which are engaged, not engaged, and disengaged. Employee who do their job with passion for achieving the organization goals, are engaged employee. The employee who are not engaged, performs their job without any passion. The employees who are unhappy with their task or work, are disengaged employees. (Wangechi, 2018), (Chandani et al., 2016).

Employee Engagement is also defined as “the individual’s involvement and satisfaction with, as well as enthusiasm, for work”. Employee engagement is expected to begin when “individuals are emotionally connected to others and cognitively vigilant”. (Harter et al.,2002, p-269).

Employee engagement is assessed with the Gallup workplace audit (GWA; Harter et al. 2002), which includes the overall satisfaction of employees towards their work life role, clarity, feedback, career development opportunities. The GWA reflects the term employee satisfaction as well as the processes and conditions that are antecedents to satisfaction and engagement (Harter and Schmidt,2008).

Employee engagement has a key link to job satisfaction. In fact, a well cited work by Harter et al. (2002) who specifically defined engagement as “satisfaction-engagement” (p -269), which directly clarify the satisfaction level of employees related to their work.

Satisfaction is the backbone of the engagement, that’s why it is very important task of the organization to match the aim of the organization the aim of the employee., so that an employee has the feelings of satisfaction.

Engagement & Satisfaction are two interdependent terms. Higher the engagement level, makes the satisfaction level high and lower the engagement level, makes the satisfaction level low.

In an industry, like hospitality where there is emphasis on intangible and greater reliance on human resource as the guest experience is dependent to a large extent on the quality of service deliver by the employees. An engaged employee improves customer satisfaction and service level.

## REVIEW OF LITERATURE

A literature review is the mirror, which reflects the critical points of current knowledge, methodologies on a current topic. Literature review are the secondary data, so that do not report any new or original experimental work, most probably related to academic oriented literatures. Its goal is to update the reader with current literature on a topic and helps to form the basis for future research. A well structures literature review is made up by logical flow of ideas, current and relevant referencing with consistent, appropriate referencing style, proper use of tools and techniques, and most important, an unbiased and comprehensive view of the previous research on the topic.

**Kahn (1990;)**defines employee engagement as “the harnessing of organization members ’selves to their work roles; in engagement, people employ and express themselves physically, cognitively and emotionally during role performance”. Kahn finds that there are three psychological conditions related to engaged employee and disengaged employee:

- (1) Meaningfulness
- (2) Safety; and
- (3) Availability.

Consequently, workers were more engaged when they were in situations that offered them greater meaning and when they felt psychological safety and were more psychologically available.

**Rothbard (2001)** gives the definition of engagement as “a psychological presence along with attention and absorption. Attention refers to the “ability and the time employee spends thinking about a role”, while absorption refers to “being deeply engrossed in the work and intensity with which the employees focus on completion of the work”.

**Kular (2008)** finds that organizational commitment differs from engagement in that it refers to a person’s attitude and attachment towards their organization, and it can be said that engagement is not merely an attitude but it is the degree to which an individual is attentive to his work and absorbed in his role.

**According to Gallup Organization** “The term employee engagement refers to an individual’s involvement and satisfaction with as well as enthusiasm for work.”. There are three types of employees, such as engaged employee, not engaged employee, and disengaged employee. Employee who performs the task with full of enthusiasm and fulfill the goal of the organization, are engaged employee. Not engaged employee do what they are told to do, they did not focus on the goal of the organization. Disengaged employee are those employees who did not performs their work to achieve the goal of the organization, in fact demotivate the coworkers.

**Schaufeli et al. (2002)** defines engagement “as a positive, fulfilling, work-related state of mind that is characterized by: Vigor; Dedication; and Absorption. Vigor refers to the level of the energy and mental resilience while working, the willingness to invest effort in one’s work, and persistence in the face of difficulties. Dedication refers to a sense of significance, enthusiasm, inspiration, pride, and challenge. Absorption captures the state of being fully concentrated and deeply engrossed in one’s work, whereby one perceives time to pass quickly and has difficulties detaching oneself from work.

**Anita, (2014)** defines that the key variables through a thorough literature survey that describes employee engagement and identifies the strength of impact of employee engagement on employee performance. Employee performance is basically outcomes achieved and accomplishment made at work. Performance refers to keeping up plans while aiming for the result. Although performance evaluation is the heart of performance management. According to this paper, employee engagement is considered to be the most powerful factor to measure a company’s vigor. Vigor refers to the level of energy and mental resilience while working in any organization.

**Misra (2009)** has described employee engagement in detail with the example of US based company. He starts with the introduction of employee engagement. He also describes content of employee engagement, then types of employees such as engaged employees, not engaged employee, and disengaged employees. He further explains the drivers of employee engagement, types of employee engagement such as emotional engagement and rational engagement. He also discussed the reasons why an employee leaves an organization, why companies perform badly. And also given advantages of employee engagement.

**Gangadhar & Kumar (2009)** argues that employee engagement is a pivotal mechanism for nurturing a high-performance culture to drive the organization towards. EE is about building a truly great relationship with the workforce. Employee is one of the key assets of an organization and today’s employee in the organization is treated more than an employee.

**West (2005)** argues that when individuals feel positive emotions, they are able to think in a more flexible, open-minded way and are also likely to feel greater self-control, cope more effectively and be less defensive in the workplace.

**Robinson (2006)** defines that, employee engagement can be achieved through the creation of an organizational environment where positive emotions such as involvement and pride are encouraged, resulting in improved organizational performance, lower employee turnover and better health.

**Kularet al. (2008)** explored five key areas: What does 'employee engagement' mean? How can engagement be managed? What are the consequences of engagement for organizations? How does engagement relate to other individual characteristics? How is engagement related to employee voice and representation?

**Shanmuga and Vijayadurai (2014)**, quantifiable level of an employee's positive or negative energetic association with their movement, partners and affiliation that fundamentally affect their status to learn and perform is granulating ceaselessly is employee engagement.

**Grieshhaber et al., 1995, & Abraham, 2012** argues that job satisfaction shows the favorable or unfavorable aspects towards their work. He also defines that how much the employee like their work. To have a higher satisfaction of the employee, the more his or her work environments fulfill their needs, values, or personal characteristics.

**Smith, Kendall & Hulin (1969) & Cranny, Smith & Stone, 1992**, Mentioned "job satisfaction as the emotions a specialist has about his or her activity". "An effective reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired", this is termed as job satisfaction.

**Dawal, Taha & Ismail (2009) & Cohen & Golan, (2007)**, once they satisfied with their jobs, employees will work harder. However, if the job satisfaction is low the employees are willing to remove themselves either from job or the organization and decrease the work commitment but spending less time.

**Henryhand J. Carla (2009)** conducted research to study "The Effect of Employee Recognition and Employee Engagement on job satisfaction" and intent to leave in the Public Sector. This study found that the perceptions of employee recognition and employee engagement had a significant impact on the overall job satisfaction and intent to leave the organization. This study focused on the current job satisfaction factors in the study organization, the role employee engagement plays, and its impact on active employees.

**Sobia Ali & Yasir Aftab Farooqi (2014)** conducted research to study the Effect of Work Overload on Job Satisfaction, Effect of Job Satisfaction on Employee Engagement and Employee Performance". The purpose of this study was to identify the effect of workload in job satisfaction and effect of job satisfaction on employee engagement and employee performance.

**Fachrunnisa Olivia et al (2014)** studied the role of Workplace Spirituality and Employee Engagement to enhance Job Satisfaction and Performance. The study discussed the role of creative process

engagement between leader-fieldworkers-community to enhance job satisfaction and performance of field workers and also the role of workplace spirituality and creative process engagement to enhance job satisfaction and performance.

**Deepa &Kuppusamy (2014)** conducted research to explore the impact of Performance Appraisal System on Job Satisfaction, Employee Engagement, Organizational Citizenship Behavior and Productivity.The result of this paper shows that performance appraisal system helps both the employees and the organization in increasing their productivity and it would automatically increase the organizational commitment and organizational citizenship behavior in the employees. Once the employees found that they are satisfied with their job, than they engage themselves towards the work which leads to increase their productivity.

**Mehta D. and Mehta N.K. (2013)** according to the researcher employee engagement is the concept deal with the level of happiness and performance of employee in organization affected by the working environment. It would be more beneficial if the organization retain the productive employees by engaging them with corporate business. Organization with high level of employee engagement are more productive rather than who have low level employee engagement.

**Swarnalatha C. and Prasanna T.S. (2012)** discussed that in recent years employee engagement has become a well-known and important organizational concept. It is level of involvement and commitment of an employee towards organization and its growth and values. Employee engagement develops positive attitude towards organization among the employees.

**Sridevi M.S. and Markos S (2010)** revealed that employee engagement touches almost every part of human resource management dimensions termed as hitherto. If the human resources management is not able to fulfill the engagement facility of employees this will lead to mismanagement. The assembly on which employee engagement dealt with related to concepts like job satisfaction, organizational citizenship behavior and employee commitment.

**Siddhanta (2010)** found out the different factors of employee engagement from the literature available. The author also discussed the key drivers and different features of employee engagement, how to handle disengaged employee, how to measure the employee engagement and how it can be increased.

**Hanif and Kamal (2009)** studied that relationship between work adjustment and satisfaction which makes favorable strategies and rules for the staff input, may lead to satisfaction, employee engagement, and increased employee loyalty with the organization because satisfied employees are attentive while dealing the customers and the employees not satisfied with the job can makes customers and the employees not satisfied with the job can makes the customer unhappy.

**Robertson et al.,(2012)** write article which aims is to test the hypothesis that employee productivity levels will be better predicted by a combination of positive job and work attitudes (employee engagement) and psychological well-being than by positive job and work attitudes alone.

**Puspitawati and Yuliawan (2018)** The study examines the role of employee engagement on the relationship between work satisfaction and service quality. Results using path analysis show that work satisfaction influences employee engagement and service quality; and employee engagement influences service quality. Thus, proving that a high level of satisfaction will result in a higher sense of employee attachment to companies, which will create quality services.

**Galagedara and T. D. Weerasinghe (2021)** assessed the impact of employee engagement on employee job satisfaction bridging the lacuna in the context of hotel and tourism. Hence, the impact of employee engagement on both intrinsic and extrinsic dimensions of job satisfaction was assessed. The study elucidated that employee engagement has a significant positive relationship with both intrinsic satisfaction and extrinsic satisfaction with an impact of 54% and 57% respectively. Moreover, employee engagement and job satisfaction showed a strong positive, and significant relationship with 62% of the impact of employee engagement on job satisfaction.

### **Objective**

To find out the impact of employee engagement on job satisfaction of the employees working in hotels.

### **Hypotheses**

H<sub>01</sub>: There is no significant impact of rewards and recognition factor of employee engagement on job satisfaction.

H<sub>02</sub>: There is no significant impact of opportunity factor of employee engagement on job satisfaction.

H<sub>03</sub>: There is no significant impact of organizational support factor of employee engagement on job satisfaction.

H<sub>04</sub>: There is no significant impact of colleagues' support factor of employee engagement on job satisfaction.

H<sub>05</sub>: There is no significant impact of flexibility at work factor of employee engagement on job satisfaction.

H<sub>06</sub>: There is no significant impact of work environment factor of employee engagement on job satisfaction.

### **Research Methodology**

Population of the current study contains employees working in the selected five-star hotel. Data Collection of the primary data was done via a self-administered, standard questionnaire, directly distributed to employees. The questionnaire comprised of three sections. Section I includes the questions relating to the demographics of the respondents. Section II and III comprise of the items anchored on a five-point Likert scale relating to employee engagement and job satisfaction respectively.

The data were collected from employees working in five star hotels in Haryana, India. Simple random sampling was employed to select the employees. Thereafter, well structured questionnaire was administered personally to respondents. In first section, questionnaire contains six questions about demographics of employees. The analysis employs regression analysis to analyse the impact of employee engagement on job satisfaction.

## Data Analysis

### **Impact of employee engagement factors on job satisfaction in employees working in five-star hotels in Haryana.**

Regression was employed to find out the relative importance of the employee engagement factors such as reward and recognition, opportunity, organizational support, colleagues support, flexibility at work, work environment etc. on the job satisfaction in employees working in five-star hotels in Haryana.

The dependent and independent variables in the form of regression model can be expressed as follows:

$$Y_i = B_0 + B_1X_1 + B_2X_2 + B_3X_3 \dots \dots \dots B_nX_n$$

**Where,**

$Y_i$  = Dependent variable

$B_0$  = Constant (coefficient of intercept)

$B_1, B_2, B_3 \dots \dots \dots B_n$  = Regression coefficient

$X_1, X_2, X_3 \dots \dots \dots X_n$  = Independent variables

The relationship of dependent and independent variables can also be expressed as follow:

### **Job Satisfaction = Employee Engagement Factors (reward and recognition, opportunity, organizational support, colleagues support, flexibility at work, work environment)**

Where, Dependent variable: Job Satisfaction

Independent variable: reward and recognition, opportunity, organizational support, colleagues support, flexibility at work, work environment.

These are the independent variables of the study and impact of these factors on job satisfaction of employees working in five-star hotels in Haryana, is examined by the variations in dependent variables due to change in independent variables. The impact of employee engagement factors which influence job satisfaction, and their risk appetite can be measured through the dimensions such as reward and recognition, opportunity, organizational support, colleagues support, flexibility at work, work environment, which will show how a specific factor affects the employees and contribute to enhance the job satisfaction.

The job satisfaction is considered as the dependent variable as the risk appetite of employee engagement depends upon various factors such as reward and recognition, opportunity, organizational support, colleagues support, flexibility at work, work environment.

To check the impact of employee engagement factors on the job satisfaction in employees working in five-star hotels in Haryana,  $H_1$ : There is no significant impact of the employee engagement factors on job satisfaction in employees working in five-star hotels in Haryana.

Employing more than one variable in the regression equation may reflect the multicollinearity problem among the variables. It represents the degree of correlation among the variables. The multicollinearity test is applied to measure the degree of correlation among the independent variables. Before employing regression for hypothesis testing, Pearson's correlation was used to measure the correlation among the six independent variables viz. reward and recognition, opportunity, organizational support, colleagues support, flexibility at work and work environment.

Table 1.1 shows the correlation among the independent variables which is found less than 0.7 indicating the non-existence of multicollin earity.

The correlation coefficient above 0.7 shows the problem but correlation coefficient of all independent variables are below 0.7. Thus, problem of multicollinearity has not been found.

**Table 1.1 Correlation among the Independent Variables**

	Rewards and recognition	Opportunity	Organizational support	Colleagues support	Flexibility at work	Work environment
Reward and recognition	1	.283**	.304**	.127	.405**	.190*
Opportunity	.283**	1	.562**	.279**	.247**	.403**
Organizational support	.304**	.562**	1	.409**	.438**	.583**
Colleagues support	.127	.279**	.409**	1	.132	.644**
Flexibility at work	.405**	.247**	.438**	.132	1	.263**
Work environment	.190*	.403**	.583**	.644**	.263**	1

\*Correlation is significant at the 0.05 level (2-tailed) \*\*correlation is significant at the 0.01 level (2-tailed)

The correlation coefficient shows the direction of the relationship (positive or negative) between two variables. The absolute value of correlation coefficient indicates the strength means larger the value, stronger the relationship between the variables. The correlation coefficient 1 reflects the perfect positive linear relationship.

The p-value or significance level is the probability of finding the results as extreme one discovered. The small level of significance (less than 0.05) indicates the significant correlation and linear relationship of two variables.

**Regression Analysis**

The regression analysis has been applied to examine the impact of independent variables (reward and recognition, opportunity, organizational support, colleague support, flexibility at work, work environment) on the dependent variable (job satisfaction of employees).

Before employing regression analysis, respective assumptions of regression test were checked. The final result of regression have been shown in Table 1.2 and 1.4 which shows the value of R square, adjusted R square, beta coefficient, standard error around the coefficients, degree of freedom, p values and the values of beta coefficients. Regression analysis was performed with Enter Method.

**Table 1.2: Model summary (Job Satisfaction)**

<b>R</b>	<b>R. Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>.810</b>	<b>.656</b>	<b>.641</b>	<b>4.45106</b>

R square measures the proportion of the variability in the dependent variable about the origin explained by regression. As seen in the table the value of R square is .656 which reflects that the six independent variables explain 65.6% of the variations in the dependent variable i.e., job satisfaction of employees.

**Table 1.3: ANOVA (Job satisfaction)**

	<b>Sum of squares</b>	<b>Df</b>	<b>Mean square</b>	<b>f</b>	<b>Sig.</b>
<b>Regression</b>	<b>5100.959</b>	<b>6</b>	<b>850.160</b>	<b>42.912</b>	<b>.000</b>
<b>Residual</b>	<b>2674.606</b>	<b>135</b>	<b>19.812</b>		
<b>Total</b>	<b>7775.565</b>	<b>141</b>			

In the table 1.3, the computed F value was observed higher than table value and found statistically significant at 1% level. This reveals that the whole model surely anticipates job satisfaction of employees as dependent variable in the study and six independent variables: rewards and recognition, opportunity, organizational support, colleagues support, flexibility at work, work environment.

**Table 1.4: Coefficients (Job Satisfaction)**

	<b>Unstandardized Coefficients</b>		<b>Standardized Coefficient</b>	<b>T</b>	<b>Sig.</b>
	<b>B</b>	<b>Std. Error</b>	<b>Beta</b>		
<b>Constant</b>	<b>6.272</b>	<b>3.149</b>		<b>1.991</b>	<b>.048</b>
<b>Rewards and Recognition</b>	<b>-.413</b>	<b>.122</b>	<b>-.192</b>	<b>-3.396</b>	<b>.001</b>
<b>Opportunity</b>	<b>1.792</b>	<b>.239</b>	<b>.461</b>	<b>7.504</b>	<b>.000</b>
<b>Organizational support</b>	<b>.014</b>	<b>.145</b>	<b>.007</b>	<b>.095</b>	<b>.925</b>
<b>Colleagues support</b>	<b>1.502</b>	<b>.267</b>	<b>.374</b>	<b>5.619</b>	<b>.000</b>
<b>Flexibility at work</b>	<b>1.253</b>	<b>.256</b>	<b>.293</b>	<b>4.892</b>	<b>.000</b>
<b>Work Environment</b>	<b>.180</b>	<b>.146</b>	<b>.092</b>	<b>1.234</b>	<b>.220</b>

**Table 1.5: Coefficient Correlation (job satisfaction)**

Model	Rewards And recognition	Opportunity	Organization support	Colleague support	Flexibility at work	Work environment
Co variances	Opportunity	.01	.00	.00	.00	-.01
	Organization support	.00	.06	-.01	.00	.00
	Colleagues support	.00	-.01	.02	.00	-.01
	Flexibility at work	.00	.00	.00	.07	.01
	Work environment	-.01	.00	-.01	.01	.07

**Source: Survey**

On analyzing the different components of the model, it was observed that opportunity factor is having the highest influence as a factor influencing on job satisfaction of employees working in five-star hotels (0.461) as the beta statistics is the highest in the case. Employees are of the view that factors like promotions, encouragement, training, employee professional development programs will indicate the capacity of their job satisfaction for working in hotels.

Further, table reveals colleagues support as the second most important factor which strongly influence the job satisfaction of employees (0.374). Employees opined that, reasons like constructive feedback from co-workers, good communication, co-operation with co-workers play significant role in job satisfaction.

The third important factor that explains the highest impact on job satisfaction is flexibility at work (beta .293). Employees are of view that factors like flexible work schedules, work life balance, freedom to do work in their manner will shows the capacity of their job satisfaction.

The fourth factor, work environment is also an important factor (beta .092) like health and safety, complaints and grievances are duly addressed, professional behavior, well defined career path, proper resources for work, play very important role in job satisfaction.

The fifth factor, organization support (beta .007) is less impact factor on job satisfaction, Employees are of view that factors like motivation, respect, authority to make decisions, supervisor support, useful feedback.

However, the result of regression shows that, rewards, and recognition factor ( $\beta = -0.192$ ) have negative impact on job satisfaction. Negative impact means higher the independent variables, decrease the dependent variable. Employees opined that, recognition and rewards, benefits offered, fair in promoting them, more money more work, play very important role in job satisfaction.

The estimated coefficient (-.192) of the rewards and recognition factor is found statistically insignificant (.001) indicating the insignificant impact on job satisfaction of employees. Thus, following hypothesis (H1) is rejected that H1: There is no impact of the factor rewards and recognition of employee engagement on the job satisfaction of employees.

The estimated coefficient (.461) of the opportunity factor is positive and statistically significant (.000) which shows the significant positive impact on job satisfaction of employees. Therefore, following hypothesis (H2) is rejected: H2: There is no significant impact of opportunity factor of employee engagement on job satisfaction of employees.

The computed coefficient (.007) of the organizational support factor is statistically insignificant (.925) and have an insignificant impact on job satisfaction of employees. Hence, hypothesis (H3) is accepted: H3: There is no significant impact of organizational support factor of employee engagement on job satisfaction of employees.

The calculated coefficient (.374) of colleagues' support factor is observed positive and statistically significant (.000) indicate significant positive impact of job satisfaction on employees. Thus. the following hypothesis (H4) is rejected: H4: There is no impact of colleagues support factor of employee engagement on job satisfaction of employees.

The estimated coefficient (.293) of flexibility at work factor is found positive and statistically significant (.000) indicating significant positive impact of job satisfaction of employees. Therefore, following hypothesis (H5) is rejected: (H5): There is no impact of flexibility at work factor of employee engagement on job satisfaction of employees.

The estimated coefficient (.092) of work environment factor is found statistically insignificant (.220) and have an insignificant impact on job satisfaction. Hence. Hypothesis (H6) is accepted: H6: There is no significant impact of work environment factor of employee engagement on job satisfaction of employees.

In nutshell, the result reveals that the major factors that plays significant role in affecting job satisfaction of employees are rewards and recognition factors, opportunity factors, colleagues support factor, flexibility at work factor of employee engagement.

Other factor like organizational support and work environment factor are not significant in affecting the job satisfaction of employees.

### **Conclusion:**

The results of the study bring out the factors which determine the impact of employee engagement on job satisfaction of employees working in five-star hotels in Haryana.

This study examines the role of employee engagement in mediating the relationship between work satisfaction and employee engagement. Results of analysis lead to the following conclusions. Job satisfaction affects employee engagement meaning that if an employee is satisfied with the amount of workload and salary. They will show performance according to the company's expectations by always giving the best quality of service.

### **Recommendations**

It is recommended to maintain cost-effective employee engagement strategies for organisations when there are no signs of revenue. The motivation of both individual and teams, enabling exiting communication tools such as chat groups, informal meetings might make an impact on employee satisfaction due to the virtual engagement. Caring for employee wellbeing through the healthy meal and, healthy mind by Yoga programmes, and recognise their team spirit and performance by launching small competitions can make a good sense for employee engagement and overall job satisfaction. It is essential to emphasize on team spirit, training, open communication, and effective interrelationships to implement employee engagement initiatives as a boosting tool of job satisfaction in the domain.

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