

# Thrust Of Employee Engagement Factors For Job Satisfaction Among Employees Of Aviation Industry

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## Abstract

In today's dynamic environment, organizations face difficulties in retaining their talented employees. Employee engagement is on the decline and there is a deepening disengagement among employees today. During economic downturn, engaged employee with full workforce can make differences of survival or success of business organization. This study focuses on the relationship between employee engagement and job satisfaction in the Aviation Industry. The purpose of this study is to test the impact of employee engagement on job satisfaction of employees of Aviation Industry. To this end, a survey was conducted on a sample of 150 employees working in aviation industry in India. The paper employs factor analysis, Pearson's r and step-wise multiple regression analysis to determine the effect of employee engagement on job satisfaction. Findings indicate that employee engagement have a positive and significant relationship with Job satisfaction. The study provides valuable implications for practitioners and researchers by providing a deep understanding of the relationship between employee engagement and job satisfaction, and between the dimensions and aspects of the two constructs.

**Key word:** Employee Engagement, Job Satisfaction, Aviation Industry, Vigor

## Introduction

Job satisfaction (JS) is strongly desired from their employees in the organization (Oshagbemi, 2003). Organizational productivity depends on employee's job satisfaction. Satisfied employees yields high profits and also lead to superior innovation and creativity of products whereas dissatisfied employee's exhibit low commitment and intention to quit the organization which also affect organization productivity( Rana et al. 2010). According to Farrell & Stamm (1988) high employee satisfaction leads to reduce absenteeism, low accident rate and high stress among workers. In competitive business scenario product and

service exchange played an important role by employee. In Service companies such as airlines, employees play important role in organization performance. Airline companies try to render best service for this increases loyalty among customer through gain market share, higher profit earning, and finally satisfied customer (Harter et al. 2002; Wangenheim et al. 2007; Rana &Goel , 2017)lead to higher profit making of this industry. But these goals of the companies are achieved through satisfied employees. To achieve higher portion of market share air lines industries continuously focusing on employee satisfaction phenomenon as an important constituent. Employee engagement (EE) in corporate world has been under lot of notice while preparing various HR policies( Rana, 2010). Engaged employees are committed and provide competitive advantage with higher productivity and low employee turnover (Medlin & Green, 2009; Rana & Goel, 2015; Rana et al .2011). Human Resource Department task of managing people in the organization is not an easy; they made such policies at workplaces which has given a proper balance in professional and personal life. Another construct that has been taken up in the study while considering job satisfaction is employee engagement, which is also an essential nutriment for delineating the term job satisfaction. An employee is psychologically present while performing an organizational role is called engagement (Khuong&Uyen, 2015). Emotional commitment and bond is developed among employee for the organization showing positive impact on performance, productivity and profitability. The organization applies employee engagement policies to have better performance and productive employees. A positive emotions employee thinks more supple with great self-control.In India airline industry competitions are intense and to get over this it is important to retain skilled employees so that core competencies can be achieved and competitive advantage can be created. Aviation being service industry plays a vital role in identifying passenger needs and fulfills them accordingly. It requires that employee should be engaged and loyal towards their job which can be achieved by continuously developing and maintaining proper balance this further leads to JS. A satisfied employee gives their fullest to organization. There are two reason of this concern. Firstly in the support of retaining people and secondly enhance their performance level (Sabri et al. 2011). Apart from this, the aviation employees work can be divided into check-in, VIP lounge, ticket desk, control flight device, found and lost, immigration guidelines, checking gate, transit, checking weight, etc. This is more of stressful work for employees that lead to wrong working practices, higher turnover, poor morale and low performance (Sexton et al. 2000; Goel & Rana, 2014). However, there has been dearth of need to conduct a research which sees the influence of employee engagement on JS.

## **Literature Review**

### **Employee Engagement and Job satisfaction**

1. Thiagarajan &Renugadevi, (2011)escorted research in Indian BPO Industries on employee engagement practice, they concluded that the association between EE and career progression activities leads to satisfaction of employees. Bhavani et al. 2015findings in automobile Industry revealed that in increasing JS and organization productivity comes mainly through EE variable. Tejpal (2016) led an examination on

whether there is increment in JS level through EE in Steel industries. The three dimensions of EE are examined through vigor, dedication and absorption. It was found that engaged employee were more content, happy and satisfied with their job. Lu et al. (2014) conducted a research to find the effect on work engagement, JS and turnover intentions due of employee position. Discoveries of (Albdour&Altarawneh 2014)demonstrate that, employees who have high EE and organizational commitment are emotional towards their work and perform the job with full responsibility.

**Hypothesis:** Significant association exists between employee engagement (vigor, dedication & absorption) and Job satisfaction (Salary, Promotion, Supervision, Benefits, Contingent rewards, Modus operandi, Co-workers, Nature of work, Communication). Also, employee engagement will significantly predict job satisfaction.

## Methodology

### Sample

The study has been conducted on a sample of 150 employees in aviation industry, including staff at all the level including managerial and non-managerial. This include both Airline Industry and AAI (Airports Authority of India). Table 1 is used to describe and summarize the data..

### Instruments

The data for the study has been collected by administering three measuring instruments. A brief description of each test has been given as under:

#### Employee Engagement

Employee Engagement will be measured by 16-items scale. The scale identifies 3 dimensions. These are: Vigor, Dedication and Absorption. Items under the measurements will help in measuring; where 6 items, 5 items and 5 items are belong to **vigor, dedication and absorption** (Ariani, 2013; Schaufeli et al. 2006; Ferreira & De Oliveira, 2014). The reliability coefficients for Vigor, Dedication and Absorption are 0.79, 0.68, 0.70. Five-point rating scale will be taken for measuring the items and the rating will be done from 1= Strongly agree to 5 = Strongly disagree.

#### Job Satisfaction

Job Satisfaction measurement is done by 36-items scale. The scale identifies nine dimensions. These dimensions are: Salary, Promotion, Supervision, Benefits, Contingent rewards, Operating Procedure, Co-workers, Nature of work, Communication. The items have been derived from the study of Paul E Spector. The coefficient alpha for each dimension was found to be 0.87, 0.88, 0.88, 0.87, 0.88, 0.88, 0.88, 0.88, 0.87 and 0.88 respectively. This was a five pointlikert scale and the scores ranges from 1= Strongly agree to 5= Strongly Disagree.

#### Frequency Table 1: for Demographic Variables Taken up in the Study

Demographic variable	Frequency	Percent
<b>Gender</b>		
Male	98	65.3
Female	52	34.6
Total	150	100
<b>Marital status</b>		
Married	76	52
Unmarried	72	48
Total	150	100
<b>Educational Qualification</b>		
Graduate	111	74
Postgraduate	39	26
Total	150	100
<b>Age</b>		
25-40	67	41.6
41-56	53	32.0
57-72	40	26.4
Total	150	100
<b>Work-Experience</b>		
1-15	53	35.3
16-30	57	37.5
31-45	50	33.3
Total	150	100

### Statistical Analysis

Various statistical analyses such as correlation and stepwise regression techniques were carried out on collected data to assess the influence of employee engagement on job satisfaction. Along with these data analysis techniques, factor analysis is used.

### Total Variance Explained

Table 2& 3 shows the factor matrix for both the study variables. Employee engagement scale was subjected to factor analysis on the basis of principal factor analysis; the three factors were obtained up to eigenvalues over 1.00, and they explained 49.15 % of total variance. Factor analysis was carried out on job satisfaction scale ; 32 items out of 36 items were kept for further analysis; items having more than 0.45 factor loadings were chosen for the study. Communalities giving proportion of variance for each original variable are put in the last factor matrix column. Table 2 shows rotated factor solutions for EE and table 3 for JS.

**Table 2: Employee Engagement Rotated Component Matrix**

Variable	Component			h2
	1	2	3	

V1	.416*			.554
V2			.763	.748
V3			.818	.703
V4			.883	.800
V5			.829	.759
V6		.777		.633
A1		.821		.726
A2		.867		.752
A3		.786		.731
A4		.624		.684
A5	.436*			.492
D1	.826			.684
D2	.834			.700
D3	.868			.760
D4	.795			.672
D5	.426*			.506
Eigen Value	5.864	5.954	5.987	17.805

Note: Items marked with the symbol (\*) have factor loadings less than 0.45 and have been excluded from further analyses.

**Table 3: Job Satisfaction Rotated Component Matrix**

Variable	Component									h2
	1	2	3	4	5	6	7	8	9	
Salary1							.715			.613
Salary2							.424*			.502
Salary3							.756			.703
Salary4							.208*			.727
Promotion1				.413*						.498
Promotion2	.812									.681
Promotion3	.753									.748
Promotion4	.636									.526
S1					.782					.755
S2					.715					.678
S3						.743				.657
S4						.731				.771
B1	.703									.650
B2					.689					.708
B3	.613									.608
B4			.658							.607
CR1			.699							.659
CR2			.721							.740
CR3	.762									.689
CR4			.712							.683
OP1			.764							.721
OP2			.715							.659
OP3			.628							.600
OP4			.643							.692

CW1		.856								.791
CW2		.791								.774
CW3		.837								.738
CW4								.681		.675
NW1								.436*		.40
NW2		.617								.633
NW3	.783									.719
NW4	.605									.611
C1		.560								.609
C2					.639					.702
C3				.733						.708
C4				.815						.759
Eigen Value	7.683	7.015	7.762	6.252	6.067	4.625	2.054	1.630	2.866	45.954

Note: Items marked with the symbol (\*) have factor loadings less than 0.45 and have been excluded from further analyses.

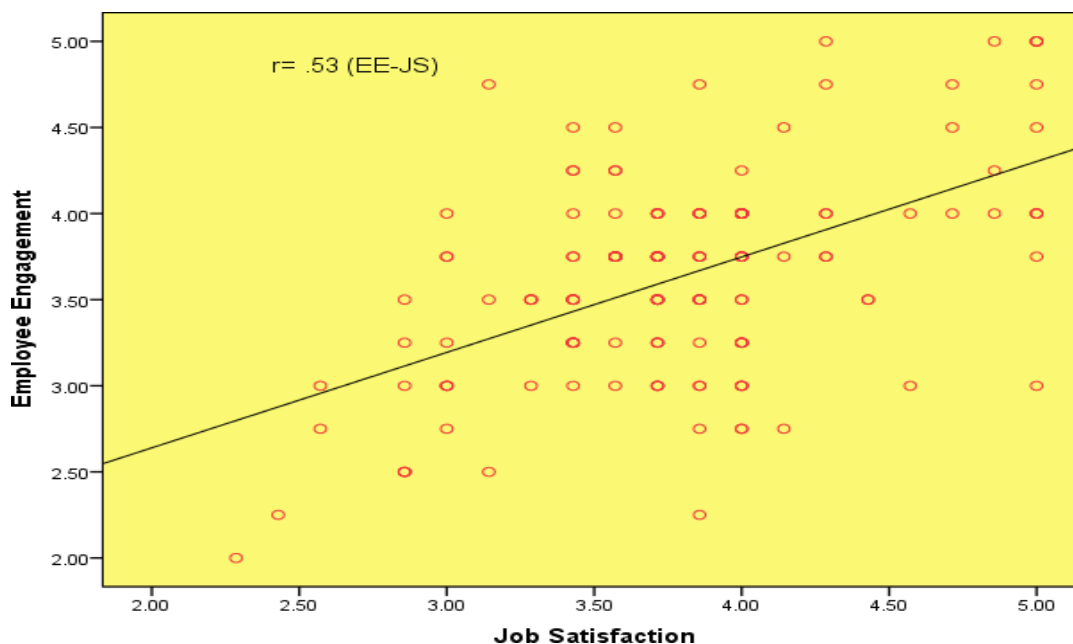
### Analysis

Clearly, robust correlations between every independent and dependent variable support our hypothesis. Table 4 shows correlation between both the variables displayed through a significant link between the two with the value  $r = 0.53^{**}$  ( $p < 0.01$  level). The association between EE and JS (on overall basis) is shown with the help of a graph (see Fig. 1). Among all the dimensions of EE, that is **vigor, dedication and absorption** were significant for the job satisfaction” (Table 5) .Stepwise multiple regression (see Table 5) shows that of all employee engagement dimensions, vigor, dedication and absorption predicted job satisfaction. Vigor with multiple R as 0.64( $F = 52.74^{**}$ ,  $p < 0.01$ ,  $\beta = 0.61$ ,  $R^2 = 0.44$ ), and dedication with multiple R as 0.59 ( $F = 45.33^{**}$ ,  $p < 0.01$ ,  $\beta = 0.46$ ,  $R^2 = 0.38$ ), and jointly accounted for 32% variance in the prediction of job satisfaction. All together, vigor emerged as the most robust predictor of job satisfaction with estimated betavalue of 0.61.

**Table 4: Pearson Correlation between Job Satisfaction and Employee Engagement on an Overall Basis (N=150)**

Variables	JST
EET	.53**

\*\* Significant at the .01 level; EET-Employee Engagement Total, , JST-Job Satisfaction Total.



**Figure 1: Graph showing the relationship between EET and JST**

**Table 5: Stepwise Regression Analysis Showing JS Dimensions as Dependent Variable with the Dimensions of EE as Predictor Variables (N = 150)**

Variables	R	R <sup>2</sup>	SEM	F-Value	D.F	β-Value
<b>D.V : Job Satisfaction</b>						
Vigor	.64	.44	.3706	72.74	1,149	.61
Vigor, Dedication	.69	.38	.4408	45.53	1,148	.41,.46
Vigor, Dedication, Absorption	.41	.32	.4336	44.43	1,147	.33,.29,.29

Source: Authors' own

### Discussion & Conclusion

Correlation and stepwise regression analyses were conducted to examine the relationships among employee engagement and job satisfaction, in the aviation industry. The results of the correlation testing (see Tables 4 and 5) revealed statistically significant correlations among all of the variables. This finding aligns with the research of Bhatnagar (2014) and



Stinchcomb and Leip (2013) who posited that employees focused on cultivating positive work environments reduce negative job attitudes and disengagement. The findings of this study may aid employees in assessing and ensuring that their teams are fully engaged and satisfied with their employment. Disengaged workers wreak havoc on engagement, productivity, and, ultimately, profitability (Simon, 2013; Rana & Goel, 2014). When employees perform well, more often than not, the organization will be successful. Happy employees look for opportunities to streamline operations, assist their peers, and report challenges in a timely manner, saving the company's much needed revenues in aviation industry. Leaders should consider implementing policies, procedures, and activities to greatly enhance employees' perception of their workspaces. Vigor has a positive and significant effect on the job satisfaction of aviation industry employees. Vigor has an influence on the high and low performance of employees. The results of observations show that the level of employee vigor is at a good level, this can be seen from the high energy level of employees in carrying out their main tasks and functions, the enthusiasm they have to get the expected work results, high mental strength when they work, their willingness and willingness to put effort into their work and perseverance in both normal and difficult circumstances. The spirit of employees at work can improve employee performance and organizational effectiveness, this is because vigor is closely related to employee motivation at work. Dedication has a positive and significant effect on the employee performance of aviation industry of employees. The level of dedication of employees at aviation industry Cargo is good level as indicated by the majority of employees feeling that they have meaning and purpose in their work, have an enthusiastic attitude, take work as inspiration, feel proud of their work and feel challenged (Rana & Garg, 2011). Companies need dedicated employees who can encourage them to act intentionally in promoting the interests of the organization. Absorption has no significant on the satisfaction of aviation of employees. Hence we can say that hypothesis 1 is retained.

### **Implications and Future Directions**

The intent of this study was to provide knowledge about the stability of engagement to advance the literature and practice of employee engagement. The current findings fill a void in the literature concerning the stability of engagement as a construct. The study serves as a theoretical base for a multitude of future research considerations, and provides valuable information to employers regarding the impetus behind engagement interventions. Well-developed workers enhance profitability due to their higher levels of productivity and generally positive outlook (Rana, 2014). The results of this study demonstrated the need for associates to be engaged and satisfied with their employment in order to ensure higher levels of productivity. Promoting awareness of the challenges affecting distribution productivity could improve operational efficiencies across the industry, resulting in increased employee engagement, job satisfaction, productivity, and profitability in distribution companies. When leaders invest in their workers, the associates may develop a high sense of worth and belonging (Flores & Subervi, 2013).

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