A Research Paper on the Effect of Employee Engagement on Job Satisfaction in IT Sector

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Abstract
The purpose of this paper seeks to find out the Effect of Employee Engagement on Job Satisfaction in IT Sector. Primary as well as secondary data has been used to carry out the research. The study has been carried out on officers as well as the clerks of IT sector. The findings came out and this is identified that among the former work motivation could be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions are significantly associated with job involvement.

Keywords: Employee engagement; IT Sector; Job satisfaction; Job Rotation; Job Enlargement

Introduction
The challenge today is not just retaining talented people, but fully engaging them, capturing their minds and hearts at each stage of their work lives. Employee engagement has emerged as a critical driver of business success in today’s competitive marketplace. Further, employee engagement can be a deciding factor in organizational success. Not only does engagement have the potential to significantly affect employee retention, productivity and loyalty, it is also a key link to customer satisfaction, company reputation and overall stakeholder value. Thus, to gain a competitive edge, organizations are turning to HR to set the agenda for employee engagement and commitment. Employee engagement is defined as “the extent to which employees commit to something or someone in their organization, how hard they work and how long they stay as a result of that commitment.” Research shows that the connection between an employee’s job and organizational strategy, including understanding how important the job is to the firm’s success, is the most important driver of employee engagement. In fact, employees with the highest levels of commitment perform 20% better and are 87% less likely to leave the organization, which indicates that engagement is linked to organizational performance. In contrast, job satisfaction—a term sometimes used interchangeably with employee engagement—is defined as how an employee feels about his or her job, work environment, pay, benefits, etc. The happier people are within their job, the more satisfied they are said to be. Job satisfaction is not the same as Motivation or Aptitude although it is clearly linked. Job Design aims to enhance job satisfaction and performance, methods include Job Rotation, Job Enlargement and Job Enrichment and Job Re-engineering. Other influences on satisfaction include the management style and culture, employee involvement, empowerment and autonomous work position. Job satisfaction is a very important attribute which is frequently measured by organizations. The most common way of measurement is the use of rating scales where employees report their reactions to their jobs. Questions relate to rate of pay, work responsibilities, variety of tasks, promotional opportunities, the work itself and co-workers. Some questioners ask yes or no questions while others ask to rate satisfaction on 1-5 scale (where 1 represents "not at all satisfied" and 5 represents "extremely satisfied").

Employee engagement is a complex concept, with many issues influencing engagement levels. Consequently, there are many pathways to foster engagement, with no one ‘kit’ that fits all organizations. While each company may define employee engagement differently, ultimately, the key to effective engagement will be rooted in the flexibility of approach most appropriate for each individual firm.

Literature Review
Thiagarajan B & Renuadevi V (2011), conducted research on “An empirical investigation on Employee Engagement Practices in Indian BPO Industries”, and the purpose of this research article is to introduce employee engagement and key research on engagement related factors in BPO Industries in India. The author’s conducted a literature search on employee engagement and interviews with 126 executives. Career development, performance appraisal and motivation factors are connected to employee engagement. The implications are that leaders should be educated on engagement, career development opportunities are particularly important and that performance improvement should champion work life balance, these practices are useful to increase engagement.

Sakari Taipale, Kirsikka Selander, Timo Anttila, Jouko Nätti (2011), conducted research on “Work engagement in eight European countries: The role of job demands, autonomy, and social support” aim of this paper was to built upon established theories about job demands and autonomy, it uses a newer work engagement approach, produces cross-national knowledge about
work engagement and its predictors. Cross-national approaches to work engagement are still rare.

Rehman Muhammad Safdar & Waheed Ajmal (2011), conducted research on “An Empirical Study of Impact of Job Satisfaction on job Performance in the Public Sector Organizations”. The purpose of this descriptive-correlational study was to test link between job satisfaction, job retention and job performance. Sample of 568 employees from public sector regulatory authorities was selected for this study. Employing a descriptive-correlative survey method data was collected through questionnaire. The employees were generally satisfied with their jobs. This study has explored a relationships showing large effect size correlations (r = 0.52) between job performance and job satisfaction.

Mamta, Sharma R. Baldev(2011), conducted research on “Study of Employee Engagement and its Predictors in an Indian Public Sector Undertaking”. This article presents an assessment of the level of employee engagement among managers of a public sector undertaking in India. Besides highlighting the level of engagement, the study has identified the predictors of organizational commitment, which was used as an important manifestation of employee engagement. The study is based on primary data collected from 84 managerial employees on a number of parameters relating to employee engagement and its potential predictors. The study has revealed that the level of employee engagement in this organization is quite modest. Three factors, namely, pay, job content and objectivity are found to be the predictors of employee engagement.

Sharma Baldev R et al (2010), conducted research on “Determinants of Employee Engagement in a Private Sector Organization: An Exploratory Study” aimed to ascertain the level of employee engagement and the determinants thereof among the sales executives of a private sector organization. Sample for the study consists of 51 sales executives of a manufacturing organization located in the National Capital Region. Data were collected with the help of an 80-item "structured" questionnaire and analysed using the SPSS package. The findings show an across-the-board low rating on all 14 parameters of the study. Multiple regression analysis revealed that four out of the 12 potential predictors, all of which belong to the situation within which the employees are working, are the critical determinants of employee engagement.

Otken Ayşe Begüm & Erben Gül Selin (2010), conducted research on “Investigating the Relationship Between Organizational Identification and Work Engagement and the Role of Supervisor Support”. The purpose of the study is to investigate the relationship between organizational identification and work engagement. Social support in the organizational context has a positive influence on several attitudes and behaviors of employees. Especially, when employees receive a support from a key actor in the workplace, they reciprocate through positive outcomes. With this in mind, supervisor support is examined whether it moderates the relationship between organizational identification and work engagement. Questionnaire was used as a data collection method and sample consisted of 212 employees working in private sector in Istanbul, Turkey. Results showed that employees who identify with their organization have high levels of work engagement. Support received from supervisor is found to have a moderating role in this relationship.

Krishnan Sandeep K & Singh Manjari (2010), conducted research on “Outcomes of intention to quit of Indian IT professionals”. This study explores performance orientation, organizational deviance, and organizational citizenship behavior as outcomes of intention to quit of Indian IT professionals. These factors become critical in the context of human resource management because employees who want to quit may become less productive or even dysfunctional for the organization. Interviews and a questionnaire-based survey were used in this research. The initial results show that as hypothesized, intention to quit does lead to less performance orientation, higher organizational deviance, and less organizational citizenship behavior. Further, exploration using structural equation modeling shows that performance orientation mediates the relationships between intention to quit and organizational citizenship behavior as well as between intention to quit and organizational deviance. This study's findings imply that organizations need to understand that employees with a high intention to quit can prove costly from multiple dimensions.

Childs Julian H & Stoeben Joachim (2010), conducted research on “Self-Oriented, Other-Oriented, and Socially Prescribed Perfectionism in Employees: Relationships with Burnout and Engagement”. This study examines how individual differences in self-oriented, other-oriented, and socially prescribed perfectionism were associated with burnout and engagement in a sample of 106 employees. Results of correlation and regression analyses showed that perfectionism explained variance in all facets of burnout (exhaustion, cynicism, reduced efficacy) and engagement (vigor, dedication, absorption). Whereas socially prescribed perfectionism was associated with higher levels of burnout and lower levels of engagement, self-oriented and other-oriented perfectionism were associated with lower levels of burnout and higher levels of engagement. The findings indicate that individual differences in perfectionism may be a con-
tributing factor to burnout and engagement in the workplace.

Rettab Belaid et al (2009), conducted research on “A Study of Management Perceptions of the Impact of Corporate Social Responsibility on Organisational Performance in Emerging Economies: The Case of Dubai”. Using survey data from 280 firms operating in Dubai, this study examines the link between CSR activities and Organisational performance. The results show that CSR has a positive relationship with all three measures of Organisational performance: financial performance, employee commitment, and corporate reputation. These results reinforce the accumulating body of empirical support for the positive impact of CSR on performance and challenge the dominant assumption that, given the weak institutional framework in emerging economies, CSR activities drain resources and compromise firms’ competitiveness.

Vandekerckhove Wim et al (2008), conducted research on “A Speech-Act Model for Talking to Management. Building a Framework for Evaluating Communication within the SRI Engagement Process”. This article can be considered as a first step in the development of a standard for the engagement process. By developing an engagement heuristic, this article offers a more transparent engagement dialog. Drawing on Stevenson's and Austin's speech-act theories, this article develops a classification of management's responses to the signaling of allegations and controversies on two dimensions: a factual dimension concerning (dis)agreements on factual claims and an attitudinal dimension concerning (dis)agreements on responsibilities, values, and norms. On the basis of the distinctions this article develops, the authors provide for a synoptic table and offer a next-step heuristic for the engagement process that started with signaling a concern to management. The article uses an engagement logic that, while keeping the exit option for the investor open, allows management to address signaled concerns without having to let down or to opt out at the first setback in the dialog process between investor and investee corporation.

Punia B. K & Sharma Priyanka (2008), conducted research on “Employees Perspective on Human Resource Procurement Practices as a Retention Tool in Indian IT Sector”. This paper studied that the Employee Retention is the biggest challenge that Human Resource Management is facing today. The uncertainty of a changing economy, increasing competition and diversity in the workplace have compelled the organisations to hold on to their top performers at whatever cost they have to pay. It is a very difficult task for the recruiters to hire professionals with right skills set all over again. Hence, this paper studies the influence of organisational procure-

ment practices on employee retention intentions on the basis of personal and positional variables of employees. It also examines the variations in the corporate perception on the procurement practices as a retention tool for IT Personnel.

DierPaul Sand et al (2008), conducted research on “Professional Work: The Emergence of Collaborative Community”. The study is about the main lines of evolution of the organization of professional work. The argument is illustrated with material on the case of doctors and hospitals. While market and hierarchy principles have become progressively more salient in professional work, we argue that, in parallel, the community principle has been growing more influential, too. We further argue that professional community is mutating from a Gemeinschaft, craft guild form, via Gesellschaft forms, toward a new, collaborative form. This evolution, however, is a difficult one, and the outcome is uncertain. We identify some implications for future research.

Greenwood Michelle (2007), conducted research on “Stakeholder Engagement: Beyond the Myth of Corporate Responsibility”. The purpose of this article is to transcend the assumption that stakeholder engagement is necessarily a responsible practice. Stakeholder engagement is traditionally seen as corporate responsibility in action. Indeed, in some literatures there exists an assumption that the more an organisation engages with its stakeholders, the more it is responsible. This simple 'more is better' view of stakeholder engagement belies the true complexity of the relationship between engagement and corporate responsibility. Stakeholder engagement may be understood in a variety of different ways and from a variety of different theoretical perspectives.

Jyotsna (2007), conducted research on “Talent management strategy of employee engagement in Indian ITES employees: Key to Retention”. The present study indicated that a good level of engagement may lead to high retention, but only for a limited time in the ITES sector. The need for a more rigorous employee engagement construct is indicated by the study. Practical implications for retention in the BPO/ITES sector are referred to employee engagement.

Knippenberg Barbara Van et al (2006), conducted research on “Process-Orientation versus Outcome-Orientaton during Organizational Change: The Role of Organizational Identification”. This paper explains that the organizational identification is predictive of employee interests and concerns during periods of organizational change. The results suggest that people who identify less with the organization are more likely to be focused upon the change outcomes then on the change process, while people who identify highly (i.e., deep structure)
with the organization are more likely to be focused upon the change processes then on the change outcomes. The benefits of awareness of organizational members' level of identification for organizational change management are discussed.

Smith Eugene Sadler, Kot GhadaEl, Leat Mike(2003), conducted research on “Differentiating Work Autonomy Facets in a Non-Western Context”. This article reports the results of two studies carried out in Egypt that explored the validity of Breaugh's scales in relation to job design theory. In Study 1, in which Breaugh's scales were administered to 534 employees in two large Egyptian organizations, the Work Autonomy Scales' three-factor structure was verified using exploratory and confirmatory factor analyses. In Study 2, using a sample of 120 managers from four organizations, the associations between the three facets of work autonomy and other variables with which they would be expected to correlate, along with their relationships with a number of outcome variables, were explored. Statistically significant correlations were observed between certain of the work autonomy scales and task interdependence, Hackman and Oldham's autonomy scale and job complexity. In terms of outcomes, work schedule autonomy was associated with job commitment, while work criterion autonomy was associated with job satisfaction.

Victor Bart et al (2000), conducted research on “The effective design of work under total quality management”. The study is about develop a theoretical model in which the total quality management role for line employees results in a dual work design that requires both standardized production and continuous improvement. They propose that workers effectively integrate both types of work by switching, defined as shifting between standardized production and continuous work while on the job in response to situational cues. They present evidence drawn from an exploratory field study which suggests that line employees who effectively integrate standardized production and continuous improvement work by switching experienced less job stress and greater job satisfaction.

Proposed Objectives and Methodology

Research Objective
a) To study in detail about the Employee Engagement in IT Sector.
b) To determine the effect of Employee Engagement on Job Satisfaction.

Research Methodology

Descriptive research design has been used in this research. Primary as well as secondary data has been used. Sample size of 120 individual comprising of employees of IT sector has been taken. Non probability sampling technique has been used because in this research each element of the population has not a fixed probabilistic chance of being selected. Regression Analysis and Correlation Analysis has been used for data analysis.

Analysis with the Help of SPSS

Cronbach’s Alpha Test

For reliability cronbach’s alpha test has been applied. Cronbach's alpha is a measure of internal consistency, that is, how closely related a set of items are as a group. A "high" value of alpha is often used (along with substantive arguments and possibly other statistical measures) as evidence that the items measure an underlying (or latent) construct. However, a high alpha does not imply that the measure is uni-dimensional. If, in addition to measuring internal consistency, you wish to provide evidence that the scale in question is uni-dimensional, additional analyses can be performed. Exploratory factor analysis is one method of checking dimensionality. Technically speaking, Cronbach's alpha is not a statistical test - it is a coefficient of reliability (or consistency). Cronbach's alpha can be written as a function of the number of test items and the average inter-correlation among the items. Below, for conceptual purposes, we show the formula for the standardized Cronbach's alpha:

$$\alpha = \frac{N \cdot \bar{c}}{N + (N - 1) \cdot \bar{c}} \quad \text{..............(1)}$$

Here $N$ is equal to the number of items, $c$-bar is the average inter-item covariance among the items and $v$-bar equals the average variance. One can see from this formula that if you increase the number of items, you increase Cronbach's alpha. Additionally, if the average inter-item correlation is low, alpha will be low. As the average inter-item correlation increases, Cronbach's alpha increases as well (holding the number of items constant).

<table>
<thead>
<tr>
<th>Table I. Reliability Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cronbach’s Alpha</td>
</tr>
<tr>
<td>0.923</td>
</tr>
</tbody>
</table>

The reliability coefficient is more then .70, that indicates data is reliable.

Correlation Analysis

As we all know that correlation analysis shows that relationship between two different variance variables (one dependent variable and another are independent variables) and here dependent variable is I think working environment leads to job satisfaction in my organization and others factors are independent variables which
aren’t affected by any of the factors. Correlation usually has one of two directions. These are positive or negative. If it is positive, then the two sets go up together. If it is negative, then one goes up while the other goes down. As we know that we started our study with the aim of finding out the effect of employee engagement on job satisfaction in IT sector. So we can say that out of 24 factor, major factors those came out; My team and co worker motivates me to do the best job i can , My supervisor provides me with feedback and guidance, I think materials relates to job satisfaction in my organization, I think policies and procedures leads to job satisfaction here, I think career development is related to job satisfaction here, I think my opinion relates to job satisfaction here and I think policies and procedures are applied across all departments. So after analyzing the data we can say that there is positive relationship between employee engagement and job satisfaction in IT sector as shown in Table no. II which came with the help of SPSS analysis.

Regression Analysis
Regression analysis is the next step up after correlation; it is used when we want to predict the value of a variable based on the value of another variable. In this case, the variable we are using to predict the other variable’s value is called the independent variable or sometimes the predictor variable. The variable we are wishing to predict is called the dependent variable or sometimes the outcome variable.

Table III. Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted Square</th>
<th>Std. Error of the Estimate</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>0.729*</td>
<td>0.532</td>
<td>0.410</td>
<td>0.50744</td>
</tr>
</tbody>
</table>

Predictors: (Constant), The people here are pleasant and co-operative to work with, Unsafe work practices are not tolerated here, My job leaves enough time for myself and my family, My team and co worker motivates me to do the best job i can., I think fulfillment of expectations relates to job satisfaction in my organization, I think employees have equal access to training opportunities here., I think policies and procedures are applied across all departments., I think career development is related to job satisfaction here., I get the information need to do my job well, I think my opinions and ideas seem to matter for organization., I have the materials and equipment i need to do my job efficiently, I think materials relates to job satisfaction in my organization, My supervisor provides me with feedback and guidance, Compensation program relates to job satisfaction in my organization, I think career development is related to job satisfaction here., I think team and co-worker relation affects the job satisfaction here, Overall’s employee benefit plan meets my needs, My organization offers employees professional development opportunities, My team and co-worker express appreciation when I have done a good job, I feel that I am paid fairly for the work I do compared to similar jobs in this industry, I am able to fulfill the expecta-
tions of my company, I know what is expected of Me at work. I think my opinion relates to job satisfaction here. Dependent Variable: I think working environment leads to job satisfaction in my organization

Table IV. Model Summary

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df.</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>25.769</td>
<td>23</td>
<td>1.120</td>
<td>4.351</td>
<td>0.000 a</td>
</tr>
<tr>
<td>Residual</td>
<td>22.660</td>
<td>88</td>
<td>0.257</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>48.429</td>
<td>111</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Predictors: (Constant), The people here are pleasant and co-operative to work with. Unsafe work practices are not tolerated here. My job leaves enough time for myself and my family. My team and co worker motivates me to do the best job I can. I think fulfillment of expectations relates to job satisfaction in my organization. I think employees have equal access to training opportunities here. I think policies and procedures are applied across all departments. I think career development is related to job satisfaction here. I think my opinion relates to job satisfaction here. I think materials relates to job satisfaction in my organisation. My supervisor provides me with feedback and guidance. Compensation program relates to job satisfaction in my organisation, I think career development is related to job satisfaction here. I think team and co worker relation affects the job satisfaction here. Overall’s employee benefit plan meets my needs. My organization offers employees professional development opportunities. My team and co worker express appreciation when I have done a good job. I feel that I am paid fairly for the work I do compared to similar jobs in this industry. I am able to fulfil the expectations of my company, I know what is expected of Me at work. I think my opinion relates to job satisfaction here. Dependent Variable: I think working environment leads to job satisfaction in my organization.

So after applying regression analysis we can say that out of 24 factor, major factors those came out with the highest loadings are; My team and co worker motivates me to do the best job I can (having loading of .220), My supervisor provides me with feedback and guidance (.106), I think materials relates to job satisfaction in my organization (.121), I think policies and procedures leads to job satisfaction here (.225), I think career development is related to job satisfaction here (.177), I think my opinion relates to job satisfaction here (.309) and I think policies and procedures are applied across all departments (.109).

SPSS. Regression coefficients are requested in SPSS by clicking ANALYZE > REGRESSION > LINEAR.

Output for the illustrative data includes the following table V:

Table V. Coefficients

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
</tr>
<tr>
<td>1</td>
<td>(Constant)</td>
<td>.129</td>
</tr>
<tr>
<td></td>
<td>My team and co worker motivates me to do the best job I can.</td>
<td>.220</td>
</tr>
<tr>
<td></td>
<td>My supervisor provides me with feedback and guidance</td>
<td>.106</td>
</tr>
<tr>
<td></td>
<td>Unsafe work practices are not tolerated here</td>
<td>.077</td>
</tr>
<tr>
<td></td>
<td>I get the information need to do my job well</td>
<td>-.013</td>
</tr>
<tr>
<td></td>
<td>I know what is expected of Me at work</td>
<td>-.002</td>
</tr>
<tr>
<td></td>
<td>I think employees have equal access to training opportunities here.</td>
<td>-.118</td>
</tr>
<tr>
<td></td>
<td>I think materials relates to job satisfaction in my organisation</td>
<td>.121</td>
</tr>
<tr>
<td></td>
<td>My job leaves enough time for myself and my family</td>
<td>.067</td>
</tr>
</tbody>
</table>
My team and co worker express appreciation when I have done a good job & -0.70 & 0.10 & -0.07 & -0.68 & 0.49
Overall’s employee benefit plan meets my needs & -0.05 & 0.10 & -0.05 & -0.49 & 0.62
I think policies and procedures leads to job satisfaction here. & 0.22 & 0.10 & 0.22 & 2.16 & 0.03
I am able to fulfil the expectations of my company & -0.04 & 0.09 & -0.04 & -0.43 & 0.66
I think team and co worker relation affects the job satisfaction here. & -0.12 & 0.10 & -0.12 & -0.11 & 0.91
I think career development is related to job satisfaction here. & 0.18 & 0.10 & 0.18 & 1.67 & 0.09
I think my opinions and ideas seem to matter for organisation. & -0.19 & 0.11 & -0.19 & -1.65 & 0.10
I think my opinion relates to job satisfaction here.. & 0.31 & 0.13 & 0.31 & 2.32 & 0.02
I have the materials and equipment i need to do my job efficiently & 0.00 & 0.10 & 0.00 & 0.64 & 0.94
My organization offers employees professional development opportunities & 0.02 & 0.10 & 0.02 & 0.27 & 0.78
I think policies and procedures are applied across all departments. & 0.11 & 0.18 & 0.11 & 0.92 & 0.36
I feel that I am paid fairly for the work i do compared to similar jobs in this industry & -0.27 & 0.09 & -0.27 & -0.28 & 0.78
Compensation program relates to job satisfaction in my organisation & 0.05 & 0.09 & 0.05 & 0.56 & 0.57
I think fulfiment of expectations relates to job satisfaction in my organisation & -0.05 & 0.07 & -0.05 & -0.06 & 0.94
The people here are pleasant and co-operative to work with & 0.08 & 0.10 & 0.08 & 0.80 & 0.93

Dependent Variable: I think working environment leads to job satisfaction in my organization

Table VI. Residual Statistics

<table>
<thead>
<tr>
<th></th>
<th>Minimum</th>
<th>Maximum</th>
<th>Mean</th>
<th>Std. Deviation</th>
<th>N</th>
</tr>
</thead>
<tbody>
<tr>
<td>Predicted Value</td>
<td>1.0297</td>
<td>3.4939</td>
<td>1.8214</td>
<td>.48182</td>
<td>112</td>
</tr>
<tr>
<td>Std. Predicted Value</td>
<td>-1.643</td>
<td>3.359</td>
<td>0.000</td>
<td>1.000</td>
<td>112</td>
</tr>
<tr>
<td>Standard Error of Predicted Value</td>
<td>.070</td>
<td>.352</td>
<td>.225</td>
<td>.068</td>
<td>112</td>
</tr>
<tr>
<td>Adjusted Predicted Value</td>
<td>1.0422</td>
<td>3.8462</td>
<td>1.8214</td>
<td>.51285</td>
<td>112</td>
</tr>
<tr>
<td>Residual</td>
<td>-1.04120</td>
<td>1.30977</td>
<td>0.000000</td>
<td>.45182</td>
<td>112</td>
</tr>
<tr>
<td>Std. Residual</td>
<td>-2.052</td>
<td>2.581</td>
<td>0.000</td>
<td>.890</td>
<td>112</td>
</tr>
<tr>
<td>Stud. Residual</td>
<td>-2.270</td>
<td>3.515</td>
<td>0.000</td>
<td>1.044</td>
<td>112</td>
</tr>
<tr>
<td>Deleted Residual</td>
<td>-1.47396</td>
<td>2.42855</td>
<td>0.00005</td>
<td>6.3084</td>
<td>112</td>
</tr>
</tbody>
</table>
Figure 1 shows the Normal P-P Plot of egression Standardized Residual

Figure 1. Normal P-P Plot of egression Standardized Residual

## Conclusion

So after analyzing the data we can conclude that there is positive relationship between employee engagement and job satisfaction in IT sector or employee engagement effect positively on job satisfaction. This can be concluded that among the former work motivation can be improved through increasing job authority and accountability. At the clerical level, rewards and sanctions are significantly associated with job involvement.

## References


of Sociology and Social Policy, Volume: 31, pp.78-94.


