

A Study on Employee Engagement and Its Impact on Job Satisfaction with Respect to Selected Private Sector Insurance Companies of Gujarat Region.

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Abstract: A role of an active employees in an organization are not only dedicated to their define jobs but also it leads to contribute to organizational success story. With this objective, the study on Engagement of an employee in an organization in private sector insurance companies in Gujarat with crucial factors and determinants affecting engagement of an employees and their satisfaction of jobs. By using a descriptive research design which is a type of conclusive research design and quantitative data collection methods, the study gathers 120 responses from the south Gujarat region. Data analysis techniques such as descriptive statistics, correlation analysis, and regression analysis are used to find the relationship between engagement of an employees and their satisfaction related to job. Through exploration Factor analysis and regression analysis, three key factors emerge as significant drivers of employee engagement: Support & Empowerment, Learning & Growth Opportunities, and Organizational Culture & Pride. This factor depicts the importance of supportive leadership, continuous development opportunities, and a positive organizational culture in fostering employee satisfaction and engagement. Current research study contributes valuable insights into the factors influencing engagement of an employee in an organization and satisfaction of their job in the insurance sector, offering recommendations for organizational improvement and enhancing employee well-being and performance.

Key Words: Employee engagement, job satisfaction, Support and empowerment, factor analysis

1. INTRODUCTION:

The role of employee participation plays a crucial aspect of organizational success across industries worldwide. If employees are engaged in organizational activities, ultimately it leads to organizational success. Within the context of the insurance sector, where service quality, customer satisfaction, and operational efficiency are paramount, the importance of employee engagement cannot be overstated.

Experts defined employee engagement is the involvement of members of an company stick to their work and according to other group of experts interpreted that engaged employees were are those employees who are involved in work and workplace, Engagement of an good employees refers to the emotional sincerity and positive commitment that employees have for their work and success of a company. Involved employees are not only dedicated to their jobs but also exhibit a willingness to go above and beyond to contribute to organizational success. They demonstrate a strong sense of purpose, enthusiasm, and passion for their work, leading to higher levels of motivation, productivity, and job satisfaction.

In recent years, employee engagement has garnered increasing attention from researchers and practitioners alike due to its profound implications for organizational performance and competitiveness. Numerous studies have demonstrated

higher levels of customer satisfaction due to the positive impact of employee involvement, lower turnover rates, and improved financial performance. If employees are involved in their activity in an organization, it impacts positive outcomes of business.

The insurance sector in India, originating in 1818 with the establishment of the Oriental Life Insurance Company, has evolved significantly over the years. The sector saw substantial growth post-liberalization in the 1990s, with the entry of private players and increased competition. Today, it offers a diverse range of products, contributing to financial inclusion and economic growth.

In South Gujarat, the insurance sector has witnessed robust growth, with a considerable presence of both public and private insurers. According to recent data, insurance penetration in Gujarat stands at around 3.68%, slightly higher than the national average of 3.71%. Additionally, the insurance density in Gujarat is approximately 5,479 per capita, indicating a significant uptake of insurance products in the region. This growth underscores the region's increasing awareness and demand for insurance services, contributing to its socio-economic development.

Importance of Engagement of employees in the Insurance Sector is characterized by its people-intensive industry and leads to the growth of company. Engaged employees are more likely to demonstrate proactive behaviors, such as problem-solving, teamwork, and innovation, which are essential for meeting the evolving needs of customers and staying ahead of competitors.

The insurance industry operates in a highly competitive environment, where attracting and retaining top talent is crucial for sustaining a competitive advantage. Involved employees are more loyal and reflect positive performance for company service as brand ambassadors, attracting other top performers and enhancing employer brand reputation in the market.

2. LITERATURE REVIEW:

Osborne and Hammoud (2017) aimed to investigate methods for enhancing employee engagement in the workplace. Employing qualitative research methods, they conducted interviews and surveys with employees and managers. Their findings highlighted the significance of factors such as open communication, recognition of achievements, and opportunities for professional development in fostering employee engagement. By nurturing a supportive work environment that prioritizes these elements, organizations can cultivate higher levels of employee commitment and productivity. This study offers valuable insights into practical approaches for improving employee engagement, thereby contributing to the existing literature on organizational management.

Omollo (2015) aimed to examine the relationship between human resource management practices and employee retention within the Kenyan banking sector. Employing a quantitative research approach, the study utilized surveys to collect data from employees in various banking institutions. Findings revealed a significant positive correlation between effective HRM practices and employee retention rates. Specifically, practices such as competitive compensation, training and development opportunities, and supportive organizational culture were found to be influential factors in retaining employees within the banking sector in Kenya. This study contributes valuable insights into the importance of HRM strategies in enhancing employee retention within the banking industry.

Padhi, Panda, and Kumar (2015) conducted a study with the objective of exploring employee engagement models for ensuring the sustainability of organizations. Findings revealed that employee engagement is crucial for organizational sustainability and can be achieved through factors such as leadership support, opportunities for growth and development, and a positive work environment. The study highlights the significance of implementing effective engagement strategies to foster long-term success and viability of organizations.

Ram and Prabhakar (2011) aimed to find the mediatory status of involvement of employees in the hotel industry in Jordan. Employing a mixed-methods research approach, they utilized surveys and interviews to gather data from employees and managers. Findings indicated a significantly linear outcome among two variables of the study suggesting that engaged employees contribute to improved outcomes in the hotel industry. Result shows that determinants like all reflected in study showed moderate impact between engagement of employee and performance of an organization. The

current study reflected positive effects between variables in hotel industry.

Salanova, Agut, and Peiro (2005) aimed to explore the relations between various resources of companies, involvement in work, performance of selected employees, and repetition of customer purchase, with service climate as a potential mediator. Employing a quantitative research method, they collected data through surveys from employees and customers in various service organizations. Findings revealed that organizational resources positively influence work engagement of an employees will generate morale amongst them ultimately leads to the loyalty and satisfaction.

Schaufeli, Bakker, and Salanova (2006) aimed to develop a short questionnaire for measuring work engagement and assess its cross-national applicability. Employing a quantitative research method, they collected data through surveys from employees across different countries. Findings revealed that the short questionnaire demonstrated good reliability and validity across various cultural contexts, indicating its effectiveness in measuring work engagement consistently across different populations. This study contributes to the field by providing a concise and reliable tool for assessing work engagement, which is crucial for understanding and managing employee well-being and performance in diverse organizational settings.

Sandhya and Sulphey (2020) aimed to find the effect of empowerment, mental satisfaction and role of employee engagement on specified churning of an employee. Employing a quantitative research approach, they conducted surveys to gather data from employees in various organizations. Findings indicated that higher levels of empowerment, fulfillment of the psychological contract, and employee engagement were associated with reduced intentions to voluntarily leave the organization. This study highlights the importance of factors such as employee power in an organization, mental commitment of completion contract, and employee committed engagement in mitigating churning attitude of an employee, thereby contributing to the understanding of strategies for employee retention.

Sodhi (2011) sought to identify the drivers of employee engagement in Indian organizations. Utilizing a mixed-methods approach, the study combined surveys and interviews to collect data from employees and managers. Findings indicated that factors such as leadership support, opportunities for career growth, and organizational culture significantly influenced employee engagement levels. Moreover, the study highlighted the importance of effective communication channels and recognition programs in fostering employee engagement. This research contributes to understanding the specific drivers of engagement in the context of Indian organizations, providing insights for organizational performance. Srivastava (2012) aimed to explore the factors driving employee engagement in nationalized banks in India. The research utilized a qualitative approach, likely through interviews or focus groups, to gather insights from employees within the banking sector. Findings suggested that factors such as leadership effectiveness, organizational culture, and opportunities for career advancement were crucial drivers of employee engagement. Moreover, the study emphasized the significance of effective communication strategies and recognition programs in enhancing engagement levels among bank employees. This research provides valuable insights for nationalized banks in India to develop strategies for boosting good level of involvement of employees leads to sound result in an organization.

Thakur (2014) aimed to extract the impact of engagement of an employee on satisfaction of job for IT sector. Employing a quantitative research approach, the study likely utilized surveys or questionnaires to collect data from employees working in IT companies. He concluded with enough samples that there is always a significant relation between two variables of the study. This research contributes to understanding the dynamics and role in an organization and effect on satisfaction of their job in an organization in the context of the IT sector, offering insights for organizations aiming to enhance employee well-being and performance.

Tadesse (2019) investigated the drivers of construct through a past study of private sector banks in European countries. Employing a qualitative research approach, likely through interviews or focus groups, the study gathered insights from employees within the banking sector. Findings revealed that factors such as leadership effectiveness, organizational culture, and opportunities for career advancement significantly influenced employee engagement levels. Moreover, the study highlighted the importance of effective communication channels and recognition programs in fostering



engagement among bank employees. current research demonstrated for private banks in Ethiopia to develop strategies for enhancing employee engagement and ultimately improving organizational performance.

3. RESEARCH GAP AND RATIONALE:

Most of the studies related to current topics were performed not in the context of country India so current study will focus and concentrated research on Indian respondents. Most study have used many variables along with the engagement of employees, here current study will give more emphasize on employee engagement and counter relation with job satisfaction. Current study focused particularly in the Gujarat region of India. Several studies have explored the impact between studied variables of an organization. There is a need for more context-specific research to understand how engagement dynamics vary across industries and regions. The insurance sector, with its unique challenges and opportunities, presents an ideal setting for examining the relationship between engagement of a committed employees and related satisfaction of job.

4. OBJECTIVES:

The primary objective of current study is to evaluate the engagement of a committed employees and related satisfaction of job within selected private sector insurance companies operating in the Gujarat region of India. Specifically, the study aims to:

-  To identify the factors influencing employee engagement and related satisfaction of their valuable jobs for main focuses on insurance industry.
-  To know the effect of engagement of employees with respect to their job on related satisfaction of job related aspects.

5. RESEARCH METHODOLOGY:

To achieve the research objectives descriptive research design has been used. The study involve quantitative data collection methods to gather comprehensive insights into employee engagement and job satisfaction within the insurance sector using structured surveys (Questionnaire) and 120 responses were taken from south Gujarat region using judgmental sampling technique. Various techniques of data analysis was adopted like, frequency analysis, basic analysis of descriptive, analysis of regression and correlation by the use of SPSS software.

6. DATA ANALYSIS:

To achieve objective, here we perform one sample t test on satisfaction level questions and factor analysis to identify factors. Using regression analysis, we try to measure the impact of different factor of employee engagement on job satisfaction.

H0: employee is agree on satisfaction level statements.

H1: employee is not agree on satisfaction level statements.

Table 6.1 One Sample Statistics Result

	N	Average	Std. D	Std Mean Error
I am generally satisfied with my current job	120	3.69	.887	.081
My current job provides me with a good work-life balance	120	3.61	.813	.074
I feel motivated and enthusiastic about coming to work each day	120	3.75	.812	.074
I would recommend my current company as a great place to work.	120	3.66	.825	.075
I am confident in my ability to succeed in my current role.	120	3.67	.833	.076
I see myself working for this company for the foreseeable future	120	3.67	.823	.075

The table 6.1 presents one-sample statistics for various job satisfaction indicators within the selected private sector insurance companies of Gujarat. A mean value near 4 indicates agree with the statements.

Employees generally express satisfaction with their current job (Mean = 3.69), indicating a positive sentiment towards their roles. Additionally, they perceive a good work-life balance (Mean = 3.61) and feel motivated and enthusiastic about work (Mean = 3.75), suggesting a healthy work environment. Employees are inclined to recommend their company as a great place to work (Mean = 3.66), indicating a favorable perception of the organization. They also exhibit confidence in their ability to succeed in their current roles (Mean = 3.67) and envision a future with the company (Mean = 3.67), reflecting a sense of stability and commitment.

6.2 result of one sample testing

	Test Value = 4					
	t	df	Significance (2-tailed)	Mean Difference	Confidence Interval 95%	
					Lower	Upper
I am generally satisfied with my current job	-3.809	119	.000	-.308	-.47	-.15
My current job provides me with a good work-life balance	-5.279	119	.000	-.392	-.54	-.24
I feel motivated and enthusiastic about coming to work each day	-3.372	119	.001	-.250	-.40	-.10
I would recommend my current company as a great place to work.	-4.537	119	.000	-.342	-.49	-.19
I am confident in my ability to succeed in my current role.	-4.381	119	.000	-.333	-.48	-.18
I see myself working for this company for the foreseeable future	-4.435	119	.000	-.333	-.48	-.18

Table 6.2 displays the results of a one-sample t-test conducted on various job satisfaction indicators within the private sector insurance companies of Gujarat, with a test value set at 4 (indicate agree with the statements). A two-tailed significance test was used.

The negative t-values and associated p-values (all $p < .001$) indicate that the mean scores for each job satisfaction indicator significantly differ from the test value of 4, suggesting that employees generally don't strongly agree with the statements.

Specifically, employees report lower mean scores, indicating a moderate level of satisfaction rather than strong agreement across all indicators.

Table 6.2 Reliability Study	
Cronbach's Alpha	N of Items
.929	15

The reliability statistics study in table 6.3 suggests that there is a very good level of data consistency among the items measuring employee engagement and job satisfaction in selected private sector insurance companies of the Gujarat region. With a Cronbach's Alpha of .929 for 15 items, the study's instruments demonstrate strong reliability for assessing these constructs effectively.

Result of KMO and Bartlett's Test		
K-M-O Measure of Sampling Adequacy.		.780
Bartlett test of sphericity	Approx. Chi-Square	1469.564
	Degrees of freedom	105
	Sig.	.000

The KMO measure of sampling adequacy (.780) suggests data collected from the respondents are suitable for factor

analysis. Bartlett's Test of Sphericity ($\chi^2 = 1469.564$, $df = 105$, $p < .001$) confirms that correlations between variables.

Result of Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.862	52.416	52.416	7.862	52.416	52.416	4.338	28.918	28.918
2	1.772	11.816	64.232	1.772	11.816	64.232	3.804	25.360	54.279
3	1.047	6.983	71.214	1.047	6.983	71.214	2.540	16.936	71.214
4	.897	5.981	77.196						
5	.759	5.061	82.256						
6	.640	4.269	86.525						
7	.463	3.088	89.614						
8	.391	2.609	92.222						
9	.273	1.820	94.042						
10	.251	1.675	95.718						
11	.192	1.282	97.000						
12	.179	1.191	98.191						
13	.135	.899	99.090						
14	.094	.625	99.715						
15	.043	.285	100.000						

Extraction Method: Principal Component Analysis.

Above table in context of a study on employee engagement and job satisfaction within private sector insurance companies of Gujarat, the PCA results reveal the significance of the first three components. These components, with initial eigenvalues exceeding 1, collectively explain 71.214% of the variance after extraction and 71.214% after rotation. The first component of analysis is very important, explaining 28.918% of the variance after rotation of matrix. The second component is also significant and explains 25.360% of the variance. The last component explains 16.936 of variance. So, from 15 variables, the findings suggest that these three factors capture a substantial portion of the underlying dynamics influencing employee engagement and job satisfaction in the selected companies, indicating their critical importance for further analysis and understanding.

Table 6.3 Rotated Component Matrix^a

	Component		
	1	2	3
I have enough resources (e.g., tools, equipment) to do my job effectively.		.692	
My workload is manageable, and I am not constantly stressed about deadlines		.714	
I feel more powered to make decisions related to work.		.815	
Job allows us to use our skills and abilities to their full potential		.750	
My work is meaningful and contributes to the company's success.		.650	
I have opportunities to learn and grow in my current role.	.804		

I receive regular feedback on my performance from my supervisor.		.623	
I feel appreciated and recognized for my accomplishments by my colleagues.	.820		
I feel that my supervisor is supportive and available to help me when needed.			.833
There is open and transparent communication between management and employees			
I feel comfortable collaborating with my colleagues on projects.	.791		
I am kept informed about important company decisions and initiatives.	.615		.545
I feel that the company culture is positive and supportive	.757		
I am proud to work for this company			.880
I feel a sense of belonging and community within my work team.	.803		

The rotated component matrix in table 6.6 suggests three key factors influencing employee engagement and job satisfaction within the private sector insurance companies of Gujarat:

Support & Empowerment: This factor includes variables such as feeling empowered to make decisions (.815), receiving support from supervisors (.833), and feeling appreciated by colleagues (.820). These elements reflect the importance of supportive leadership, recognition, and empowerment in fostering employee engagement and job satisfaction.

Learning & Growth Opportunities: This factor encompasses variables related to opportunities for learning and growth (.804), receiving regular feedback from supervisors (.623), and feeling comfortable collaborating with colleagues (.791). It highlights the significance of continuous development, feedback mechanisms, and a collaborative work environment in enhancing job satisfaction and engagement.

Organizational Culture & Pride: This factor comprises variables such as feeling proud to work for the company (.880), feeling a sense of belonging within the work team (.803), and perceiving the company culture as positive and supportive (.757). It emphasizes the importance of a positive organizational culture, a sense of belonging, and pride in the workplace in influencing employee satisfaction and engagement.

Regression analysis result:

6.7 Result Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.242 ^a	.059	.017	.879
a. Predictors: (Constant), Work Environment, Workload and resource, Communication and Collaboration, work and growth, Recognition and Support				

Above table explain that the predictors (Work Environment, Workload and Resources, Communication and Collaboration, Work and Growth, Recognition and Support) collectively account for 5.9% of the variance in job satisfaction. The adjusted R Square, which adjusts for the number of predictors, is 1.7%, suggesting a weak relationship. The standard error of the estimate is 0.879, indicating the average distance between observed and predicted values.

6.8 ANOVA table ^a						
model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	88.495	5	1.099	1.422	.222 ^b

	Residual	5.096	114	.773		
	Total	93.592	119			
a. Dependent Variable: I am generally satisfied with my current job						
b. Predictors: (Constant), Work Environment, Workload and resource, Communication and Collaboration, work and growth, Recognition and Support						

The ANOVA table 6.8 indicates that the regression model, including predictors such as Work Environment, Workload and Resource, Communication and Collaboration, Work and Growth, Recognition and Support, does not significantly explain the variance in job satisfaction ($F(5, 114) = 1.422, p = .222$). The sum of squares for the regression is 88.495, while the residual sum of squares is 5.096, with a total sum of squares of 93.592.

Table 6.4 Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.046	.347		11.659	.000
	Wrokload and resource	-.168	.114	-.200	-1.470	.144
	work and growth	.136	.137	.169	.994	.322
	Recognition and Support	.096	.159	.108	.602	.549
	Communication and Collaboration	.081	.128	.086	.637	.526
	Work Environment	-.251	.128	-.294	-1.963	.052
a. Dependent Variable: I am generally satisfied with my current job						

The coefficients table 6.9 presents the effects of various predictors on job satisfaction within private sector insurance companies in Gujarat. The constant term ($\beta = 4.046, p < .001$) indicates the expected job satisfaction score when all predictors are zero. Notably, the Work Environment exhibits a marginally significant negative effect ($\beta = -0.251, p = .052$), suggesting that a poorer work environment is associated with lower job satisfaction. However, other predictors such as Workload and Resource, Work and Growth, Recognition and Support, and Communication and Collaboration do not show statistically significant effects on job satisfaction. These findings imply that while the work environment plays a potential role in shaping job satisfaction, other factors might not have a significant impact within the context of private sector insurance companies in Gujarat.

7.CONCLUSION:

From The study, we can conclude on Employee Engagement in private sector insurance companies in Gujarat underscores the critical role of factors such as Support & Empowerment, Learning & Growth Opportunities, and Organizational Culture & Pride in fostering employee engagement and ultimate impact on satisfaction level of employees. By the result of current study, by identified three factors related to employee engagement and satisfaction of job of an employees, company may gets success in long run. The research contributes to a deeper understanding of employee engagement dynamics in the insurance sector, offering valuable insights for companies aiming to create a positive work environment and improve employee satisfaction. Implementing recognition programs, effective communication channels, and empowerment initiatives can further boost employee satisfaction and performance.

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