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STUDY OF FACTORS FOR INCREASING EMPLOYEE ENGAGEMENT

Abstract

The subject of job satisfaction and employee engagement have been thoroughly researched, especially in the current times, where the companies are trying their best to hire the best talents and keep their employees satisfied and engaged, in order to encourage them to be more productive and reduce their turnover. Nowadays, there is the tendency of growing importance of employee engagement for the companies operating in a highly competitive and constantly changing market conditions.

Employee job satisfaction and employee engagement are the topics that have been consistently researched since it notably affects how devoted and involved employees are with the companies they work for. Employees that are more engaged make greater contributions to personal and organizational objectives as well as to the accomplishment of company aspirations and expectations.

The practical significance of the work is to consider the factors influencing the employee involvement in the context of the FMCG market company. The results of this study can be useful for managers of companies in terms of understanding the factors that influence the employee involvement, as well as recommendations for employee involvement management.

Key words: Employee engagement, job satisfaction, correlation analysis, motivation, productive employees, organizational success.

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Introduction

Job satisfaction is an integral part of organisational health and important elements in industrial relation. The level of job satisfaction seems to have relation with various aspects of work behaviour such as accident, abstention, turnover and productivity.

Research studies have shown that satisfied employee cause fewer accidents. Also satisfied employees are more regular than unsatisfied employees. Less satisfied employees are more likely to quite their jobs than more satisfied employees.

It is generally assumed that satisfied employees are more productive but research reveals no relationship between job satisfaction and productivity. Some of the starting conclusions of the 26 case studies done by their berg etc are:

- 1) In 14 cases workers with positive attitude were more productive and workers with attitude
- 2) In 9 cases there was absolutely no conversation between job satisfaction and productivity.

After various studies it was concluded that job satisfaction did not necessarily imply high performance; job satisfaction is an integral part of organisational health and important elements in industrial relation. The level of job satisfaction seems to have relation with various aspects of work behaviour such as accident, abstention, turnover and productivity.

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Employees are considered as the most valuable assets in any type of the organizations in modern world. Human resources are the drivers for achieving goals of companies and individuals. The happiness level of employees, the ability to achieve individuals' needs, desires at work are being described with a terminology "employee satisfaction". Employee satisfaction is an inseparable part of any modern organization's health and significant element in industrial relations. It is a main factor for motivation, retention and achievement of targets in any workplace. The main purpose of the selected study topic is to study the employee satisfaction level and its impact on their commitment to the workplace and the job. This research will show what are the main positive and negative factors affecting the ability of the staff to manage work load and stress, seeking motivation, managing work-life balance and being productive throughout the workdays. At the same time, it will show the comparison between affecting the high employee engagement on employees and employers.

Research studies have shown that there are much less accidents and more productivity in companies with highly engaged employees. Moreover, satisfied employees are more stable and regular, meaning that less satisfied ones are more likely to leave their jobs.

Most organizations put a lot of efforts to achieve high employee satisfaction, but not all of them are able to achieve the goal. This is a reason why it's important for employers to know more about the factors which positively affect employee satisfaction and it aligns with overall company's success.

Employee satisfaction is a very important factor which directly influences the growth and profitability of the companies. The term job satisfaction was used first time by Hoppock (1935). He analyzed 32 studies about job satisfaction in 1933 and made a conclusion that in fact, job satisfaction refers to combination of

environmental, psychological and physiological circumstances, which make a person be satisfied with his job.

Background and Significance

It is commonly accepted that satisfied employee is equal to being productive. Nowadays every organization gives first priority to keeping staff members highly motivated by providing various facilities which improve satisfaction and reduces dissatisfaction. Job satisfaction is considered as a main issue by the entrepreneur where efforts are taken and programs are initiated. If an individual is not very motivated at work, in this case it will lead to high turnover, low productivity, mistakes, absenteeism, conflicts. That's the reason why managers always try to improve areas which are under the risk.

There are no certain practices or regulations that show the relevance and significance of how to retain employees and keep them loyal to the organizations, since employers put different emphasis on different variables depending on what fits their organization in the best way.

The main objects of the study are to analyze relationship of employees' relation with employer and peers; the satisfaction level of the employees in the company; to get employees' opinions and employers view about the working environment in the organization.

The study will assist the company to analyze the level of employee satisfaction in the organization. Also, another significance of the study is that company can implement suggestions to overcome many problems faced by organizations. Company may improve the conditions of the work, overall environment, policies and procedures to satisfy the employees. This study will help to analyze how the organization works and can get more insights about the concepts of the job satisfaction.

Literature Review

Employee engagement and employee satisfaction are essential concepts for employees within any organization. Based on earlier research, they can make a significant impact on organizational performance. Previous literature has shown us that job satisfaction could be

divided into three different aspects: cognitive, affective and behavioral. The categorizing of the definitions of employee satisfaction and employee job satisfaction shows that employee commitment is the most crucial. An effect has been found for the influence of employee satisfaction on employee engagement. Several factors, such as proper communication, commitment, rewards and development programs can influence the effect of employee satisfaction on employee engagement. Research shows that high job satisfaction can be a source of greater competitive advantage for any company.

Morge (1953) in his study on the Job satisfaction of the white-collar employees found out that 65% male teachers were satisfied with their job with oppose to 35% female employees who were not satisfied with their job. This study highlighted the relationship between gender and job satisfaction and concluded that satisfaction is affected by gender.

Maslow (1954 cited in Huber, 2006) arranged human needs in a five level hierarchy from physiological needs, safety and security, belonging, esteem to self-actualization. In Maslow's pyramid, needs at the lower levels must be fulfilled before those rise to a higher level. According to Maslow's theory, some researchers have approached on job satisfaction from the perspective of need fulfillment (Regis & Porto, 2006; Worf, 1970). Job satisfaction as a match between what individuals perceive they need and what rewards they perceive they receive from their jobs (Huber, 2006). However, overtime, Maslow's theory has diminished in value. In the current trend, the approach of job satisfaction focuses on cognitive process rather than on basic needs in the studies (Huber, 2006; Spector, 1997).

Bidwell and Charles (1956) studied on the Job satisfaction and school management and concluded that effective education is necessary to develop good image of the school and that teachers' Job satisfaction increased by perfect management.

Sinha and Singh (1961) studied the relationship between job satisfaction and absenteeism. A random sample was selected from various departments of Tisco, Jamshedpur.

The sample consisted of high and low absentee workers. Respondents consisted of 50 each from both the categories. Job satisfaction questionnaire consisted of items of the 4 components of job satisfaction namely nature of work, wages and security, supervisors and supervision and company's overall personnel policy. It was found that low absentees were significantly more satisfied with their job than high absentees.

Hancer & George (2003) showed 50.2% of the employees had low degree of job satisfaction, where as 25.6% showed a normal degree of work satisfaction and 24.2% showed a higher degree of work contentment. Findings revealed significant difference in work contentment scores was establish among the pairs inside the sub groups of age of the employee, occupation tenure, sex, and occupation category. Workers who are highly filled with satisfaction with their occupations are carefully weighed to be additional resistant to change of position with their organizations (Hartman & Yrle 1996).

Robertson & Kee (2016) studied workplace satisfaction in a computer-mediated context, particularly with the use of social media. Results showed that workers satisfaction at work is optimistically connected by the quantity of moment they spend on Facebook interacting by colleague. Also showed that part time workers reported having spent the greater quantity of moment on Facebook with their colleagues, and agreement workers reported the greater degree of work satisfaction at the place of work.

The literature on job satisfaction in different types of employees employed in different years, in various countries and different environments is interesting. Many researchers made a considerable contribution to this field of study and made it very rich and insightful for any new future researcher. There is also a wide range of approaches and logical assumptions. Job satisfaction or satisfaction is a common field of study, and various researchers achieved outcomes as a result of improvements in the methods and form of employees. It is a fact that satisfied employees are only willing to make sure that their customers are happy. Improving corporate efficiency, improving employee

morale, achieving the goals, retaining, and maintaining employees within the company for the same reason that the organization is increasingly growing and expanding and has many more business benefits. By taking account of this value of employee satisfaction, each company monitors employee satisfaction by different instruments such as surveys for satisfaction, 1-1 career talks, and meetings and interviews with the focus group. While a significant number of works have been performed worldwide, more contemporary science, which applies local restrictions and requirements, will produce more workable outcomes. It is also necessary to research workers' psychological problems, the type of business, and other related variables rather than acting immediately on the result of such a satisfaction study.

Research Design and Methods

This chapter describes overview of the research methodology and design which can be used for the research purpose. The validity of the study to a great extent depends on the methodology followed. Organized study saves time, exhaustion and helps to avoid confusions. The data and information for the study can be collected from Primary data and Secondary data.

Secondary Data refers to various information that can be gathered from company records.

At the same time, most of the primary data can be collected through Questionnaires and Interviews.

Questionnaires are sufficient if they are segregated in two parts.

- Questions related to Personal Factors;
- Questions related to Environmental Factors.

This research to be conducted in a quantitative way, where survey questionnaires are used to collect data. Quantitative research is impersonally experimental, manipulating variables and controlling natural phenomena, by constructing hypotheses and testing them against the hard facts of reality (Leedy, 1993). According to Christensen (1985), quantitative was the most appropriate one to use if the purpose of an investigation is to describe the

degree of relationship which exists between the variables. Simple statistical techniques will be used for analyzing the data.

The data is supposed to be gathered randomly from the employees of different industries: FMCG, hospitality and banks. From each sector, 100 respondents (both white collar and blue-collar employees) will be chosen that allow us to get 300 responses from employees working in different institutions through the use of self-administered questionnaires. As evidence suggest that self-administered questionnaire, distributed by hand and via emails, is most suitable in many researches (Werner & Eleanor, 1993). The main aim of selecting employees from various fields is to get opinion from a diverse group of people so that the results can be generalized on the vast group of population.

A job satisfaction questionnaire consists of 20 main questions. The 20 questions were divided into following sections: 1. Personal details 2. Employment details 3. Work Condition details 4. Salary and promotion opportunities related details 5. Work relationships details 6. Work activities and role performed details 7. Usage of skills and abilities details 8. Rating the parameters that determine job satisfaction 9. Rating the organization on various parameters 10. Commitment towards a long-term career with the company.

Each of the question will have 4 options of answers:

- Strongly Disagree
- Disagree
- Agree
- Strongly Agree.

There is no "neutral" option, due to the reason that such answers do not affect the final result and do not provide a proper information that can be used for making conclusions.

Preliminary Suppositions and Implications

The present research will be conducted to study the relationship of job satisfaction with performance of employees of private organizations. In past human resource, the essential asset of every organization is ignored which leads towards job dissatisfaction. As a result, the performance of employees as well as the overall productivity of an organization had

been affected. Therefore, it is necessary that employer/administrator should know the ways or reasons of job satisfaction in order to motivate the employees towards the effective and efficient performance. Hence, limited studies have been conducted on satisfaction and its effect on the performance of employees, which is one of the prime issues of today's organizations working in a competitive environment. Therefore, the main objective of the present study is to examine employees' job satisfaction in relation to the performance of employees of private organizations.

Researches, conducted on job satisfaction and motivation, reveal positive relationship of job satisfaction with performance of employees. The results of the present study also will confirm that performance of satisfied employees is more effective as compared to dissatisfied employees and so do not compromise on work quality. Most of the satisfied professionals are comparatively more competent, having good quality knowledge of their tasks. Therefore, the present study claims that ability of doing variety of things for task completion or having task-related knowledge is closely related with the job satisfaction of individuals.

The present study will also confirm that satisfied respondents are comparatively more productive, spend their personal resources in a more effective and constructive manner than dissatisfied employees.

Furthermore, results of the study will identify that happy employees are self-motivated and creative, having the skills of managing stressful situation properly and performing things in variety of ways. The research will show positive relationship of employee's ability to judge and handle stressful situation with job satisfaction. Moreover, satisfied employees have the ability to initiate new ways, ideas, and programs in order to achieve organizational goals successfully.

Conclusion

Job satisfaction is the sense of inner fulfillment and pride achieved when performing a particular job. Ensuring the satisfaction of employees in the organization is one of the most important tasks for organizational management. The features of the work and work environment

can predict job satisfaction in modern organizations. Satisfied employees will have more time to transfer their positive emotions to the customers toward improving organizational profits. Job satisfaction is an affective reaction to a job that results from the incumbent's comparison of actual outcomes with those that are desired, expected, and deserved. It is a primary responsibility of organizations to ascertain that employees are satisfied with their jobs through measurements, but also to find out the causes of dissatisfaction when employees are not feeling satisfied.

Employee Job Satisfaction and Engagement Report from the Society for Human Resource Management (Lee et al., 2016) notes four benefits of making sure employees are satisfied with their work: increased profits, higher productivity, lower turnover and loyalty. The research is important to show the management the real-life examples and provide them assistance in changing the work design. My research will be unique because of its scope and the volume. It covers different fields and different categories of employees which helps to find out the similarity and differences between them.

Also, at the result of consideration of high job satisfaction, business will reduce its costs which they were spending on turnover, which significantly affects the company revenue. The research results will mainly help newly established and developing companies, as at the beginning of the business it is hard for management to consider the employee satisfaction, since they are mainly focused on getting their companies on track.

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ИССЛЕДОВАНИЕ ФАКТОРОВ ПОВЫШЕНИЯ ВОВЛЕЧЕННОСТИ ПЕРСОНАЛА

Резюме

Тема удовлетворенности работой и вовлеченности сотрудников была тщательно исследована, особенно в настоящее время, когда компании изо всех сил стараются нанимать лучшие таланты и поддерживать удовлетворенность и вовлеченность своих сотрудников, чтобы побудить их быть более продуктивными и сократить увольнения. В настоящее время наблюдается тенденция роста значения вовлеченности персонала для компаний, работающих в условиях жесткой конкуренции и постоянно меняющихся рыночных условий.

Удовлетворенность сотрудников работой и вовлеченность сотрудников — это темы, которые постоянно исследуются, поскольку они заметно влияют на то, насколько преданы и вовлечены сотрудники в компании, в которых они работают. Более вовлеченные сотрудники вносят больший вклад в достижение личных и организационных целей, а также в реализацию ожиданий компании. Таким образом, организации и руководство несут ответственность за то, чтобы компания нанимала лучших сотрудников, а затем за разработку стратегий их удержания путем их надлежащего привлечения.

Практическая значимость работы заключается в рассмотрении факторов, влияющих на вовлеченность сотрудников в контексте деятельности компании на рынке. Результаты данного исследования могут быть полезны руководителям компаний с точки зрения понимания факторов, влияющих на вовлеченность сотрудников, а также рекомендаций по управлению вовлеченностью сотрудников.

Ключевые слова: Вовлеченность сотрудников, удовлетворенность работой, корреляционный анализ, мотивация, продуктивность работников, успех организаций

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İŞÇİLƏRİN FƏALLIĞINI ARTIRAN AMİLLƏRİN ÖYRƏNİLMƏSİ

Xülasə

İş məmnuniyyəti və əməkdaşların işə bağlılığı mövzusu, xüsusən şirkətlərin ən yaxşı istedadları işə götürmək və əməkdaşlarını məmnun və işə bağlı saxlamaq üçün əllərindən gələni etməyə çalışdıqları indiki dövrdə hərtərəfli tədqiq edilmişdir. Hal-hazırda yüksək rəqabətli və daim dəyişən bazar şəraitində fəaliyyət göstərən şirkətlər üçün əməkdaşların cəlb edilməsinin əhəmiyyətinin artması tendensiyası müşahidə olunur.

Əməkdaşların iş məmnuniyyəti və əməkdaşların bağlılığı ardıcıl olaraq araşdırılan mövzulardır, çünki bu, əməkdaşların işlədikləri şirkətlərə nə qədər sadıq və bağlı olduqlarına təsir göstərir. Daha çox işə bağlı olan əməkdaşlar şəxsi və təşkilati məqsədlərə, eləcə də şirkətin istək və gözləntilərinin həyata keçirilməsinə daha çox töhfə verirlər.

İşin praktiki əhəmiyyəti əməkdaşların bağlılığına təsir edən amilləri nəzərə almaqdır. Bu tədqiqatın nəticələri əməkdaşların bağlılığına təsir edən amilləri başa düşmək, eləcə də əməkdaşların cəlb olunmasının idarə edilməsi üzrə tövsiyələr baxımından şirkət rəhbərləri üçün faydalı ola bilər.

Açar sözlər: Əməkdaşların bağlılığı, iş məmnuniyyəti, korrelyasiya analizi, motivasiya, məhsuldar iş, şirkət uğuru

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