WORK ENGAGEMENT AND JOB SATISFACTION AMONG THE EMPLOYEES OF THE PRIVATE ORGANISATIONS: A CASE STUDY OF JAMMU DISTRICT

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Abstract

To be "engaged" in one's work means to feel a strong sense of excitement, commitment, and positive emotion towards one's job. Employee engagement is a psychological term that reflects how emotionally and intellectually invested a person is in their work. Alternatively, job satisfaction measures how happy an employee is with his or her work. It's a personal assessment of the job in terms of factors like income, benefits, workplace, connections with co-workers and superiors, room for professional development, and the nature of the work itself. Employees in the private sector in the Jammu district were surveyed to determine the extent to which they were invested in their jobs and satisfied with their working conditions. Information was gathered for the study using sampling (convenience sampling). The number of participants in this study was set at 102. For this study, we used two instruments to measure the two variables- job satisfaction and engagement: the Michigan Organizational Assessment Questionnaire-Job Satisfaction Survey (MOAQ-JSS; Cammann, Finchman, Jenkins, and Klesh, 1983) and the Utrecht Work Engagement Scale-9 (Schauffeli, Bakker, and Salanova, 2008). The data was analysed using the SPSS programme. The findings pointed to a favourable and statistically significant relationship between employee involvement and job contentment. Covid-19 has also provided evidence that it has a vital affect over aforementioned factors.

Keywords: Job satisfaction, Private organisation employees, Psychological well- being, Stress, Work engagement.

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Research objectives
1. To analyse the relationship between work engagement and job satisfaction.
2. To analyse the level of satisfaction among private organisation employees.
3. To analyse the level of workload on private organisation employees.
4. To analyse the level of stress on private organisation employees.
5. To analyse the impact of workload over psychological well-being.

Introduction

Companies in the modern day want workers that are enthusiastic and committed to their jobs. To advance in these companies, employees must demonstrate initiative, creativity, and personal accountability (Bakker& Lieter, 2010) Employees that are "engaged" devote themselves to and take pleasure in their work. Personal involvement was first defined by Kahn (1990) as the "...harnessing of organisation members' identities to work roles: through assignation, public service besides direct themselves bodily, cognitively, emotionally, and mentally during role performances." A questionnaire measuring cognitive, emotional, and physical involvement was devised based on this criterion (Harter Gilson & May 2004). There are now two camps of opinion when discussing what constitutes "work engagement" in the modern workplace. Burnout and engagement have been thought of as two ends of a continuum (Maslach & Leiter, 1997). The other school of thought sees involvement as an end, the virtuous antithesis of burnout (Bakker & Demeroutti, 2007) Engaged workers, according to this theory, are those who have a good outlook on their jobs and who devote their whole attention to them. The three dimensions are also involved in this:

• Absorption, the state of being so focused and happy in one's job that one loses track of time and has a hard time pulling away from it.
• Commitment through emotional investment in one's work, including feeling a sense of purpose, excitement, inspiration, pride, and a need to rise to a challenge.
• Having vigour means you're willing to put in a lot of work, you're not easily discouraged, and you're not going to give up no matter how tough things get.

There are four major categories of factors—including:

First, job capitals, for instance social funding from co-workforces in addition to ace's higher, routine response, tutoring, trade regulator, duty variability, prospects on behalf of erudition besides growth, and teaching amenities, are proven to definitely correlate with employee engagement at work. These tools not only help alleviate stress brought on by the demands of the workplace, but they also aid in accomplishing professional objectives and fostering professional and personal development. When job demands are strong, it has been found that the motivational potential of job resources becomes especially apparent. That was the conclusion reached by researchers (Bakker & Dammerouti, 2008). The level of individual initiative and, by extension, the innovativeness of work units, were found to be affected by job resources in a long-term study of 2555 Finnish dentists (Hakanen, J.J., Perhoniemia, and Toppinen-Tannera, 2008).

Second, personal resources are essential for successfully influencing and controlling one's surroundings, and include traits like optimism, self-efficacy, and resilience. Moreover, there are a number of individual traits that set engaged workers apart from those who are less invested in their work. Personalities like extroversion, precision, and responsive firmness are all cases. Work out enthusiasm shows designate concurrent to psychosomatic assets as well.

Work involvement among Dutch technicians was examined in connection to three different personal resources (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2007). (self-efficacy, organizational-based self-esteem, and optimism). According to the findings, these tools were associated with more enthusiastic performance at work.

Third, the Utrecht Work Engagement Scale (UWES), that is offered in 20 tongues what is more can be utilized for free in non-saleable settings, measures the three facets of work engagement (vigour, devotion, and absorption). A student version and a shorter form are also offered. Several research attest to the UWES's validity and dependability. The Oldenburg Burnout Inventory (OLBI) is a different tool for measuring motivation at work. It has two dimensions: fatigue and energy; scepticism and commitment.

Fourth, productivity: an enthusiastic workforce produces superior results. For example, the equal of visit of aerospace aides correlates positively with both their in-role and extra-role performance during flights (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009); the level of engagement of university students correlates positively with their next year's Grade Point Average (Salanova, M., Bresó, E., & Schaufeli, W.B., 2005); and so on (Xanthopoulou, Bakker, Demerouti, & Schaufeli, 2009). According to other studies, teachers' work enthusiasm correlates with their supervisors'

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judgements of their performance (Bakker & Bal, 2010) and financial services administrators' job satisfaction (Yalabik et al., 2013). Working at Spanish hotels and restaurants, Salanova, Agut, and Peiró (2005) discovered a favourable correlation between organisational resources, employee engagement, and productivity. Personnel who are involved in their production incline to stage suitable than folks who aren't for a variety of reasons.

a) They have a preponderance of happy feelings.

b) Their health improves.

c) They build their own careers and financial security.

d) They shift their interest to other people (cross-over)

The risk of 'over-engagement' is another potential drawback, which brings us to number 5. When employees, for instance, bring their work home with them, it can disrupt their work-life balance (Geurt & Demerouti, 2003) Workplace holism has been linked to over-engagement. Managers in the business and academics alike have paid attention to the topic of employee job satisfaction. There has been numerous research conducted to identify the components that impact job satisfaction and the ways in which it influences organisational productivity. Despite the fact that there is no hard evidence linking job satisfaction to productivity, managers are nevertheless quite concerned about this issue. The term "work satisfaction" refers to the positive emotional state one experiences when thinking about one's job. How happy a person is at their employment is measured by how fulfilled they feel while working. It's the outward manifestation of a workforce that is genuinely invested in its work. Academics and HR specialists typically differentiate between dualistic modes of job satisfaction: emotive and cognitive. Job satisfaction may be broken down into two categories: affective, which refers to how happy an employee is emotionally about their work overall, and cognitive, which measures how content an employee is with specific components of their employment like their salary, benefits, schedule, and so on.

Several studies have proposed the following definitions of job satisfaction:

"The level of enjoyment or fulfilment one derives from one's occupation is a measure of job satisfaction. Uncertainty you're fiery as regards whatever you make, you'll under no circumstances develop to go to work a time hip your living. Your level of job satisfaction will be poor if you have a strong aversion to your work (DuBrins, 1988)

"A likeable or positively charged mental status brought on by the valuation of one's employment or work experience" (Locke, 1986) One's level of happiness at work can be measured by how much they enjoy what they do. Job satisfaction can be evaluated on a global scale (whether or not the individual is happy with the job as a whole) or a granular scale (whether or not the individual is happy with certain components of the job) (Spencer, 1997).

How content or discontented workers are with their current positions (Spector, 1997).

Previous research has shown that being invested in one's work increases one's happiness at work. There may be a connection between the various aspects of job satisfaction, but they may also exist as independent dimensions (Warr, 2002). Studies on the topic of occupational stress and employee engagement have revealed that some workers remain fully invested in their jobs while being subjected to demanding schedules and workloads. Instead, they appear to take joy in overcoming these challenges (Schaufeli & Bakker, 2004). High levels of stress are linked to dissatisfaction in the workplace, as reported by Terry, Nielsen, and Perchard (1993).

Fairbrother and warn (2003) back up the idea that being stressed at work reduces happiness at work. As a bonus, it appears that job satisfaction buffers the connection between workplace constant worry plus extrication (Ramirez, Graham, Rechards, Cull & Gregory, 1996; Visser, Smets, Oort & DeHaes, 2003). The positive effects of job satisfaction in buffering the hazards of workplace stress have been confirmed by research (Visser et al., 2003). According to these findings, the likelihood of low-slung get-up-and-go—a core feature of little effort rendezvous—increases significantly when stress levels are high, and satisfaction is low. Researchers (Zedeck, Maslach, Mosier, & Skitka, 1998) found a strong correlation between burnout & job discontent. It is unclear, however, exactly how burnout and job discontent are related to one another. It is unclear if job unhappiness leads to burnout or whether burnout leads to job dissatisfaction. Another factor, such as unfavourable working circumstances, may also contribute to employee burnout and discontent.

Job fulfilment has been shown to increase productivity in numerous studies. Happier workers are more invested in their careers, according to a plethora of studies. Because of this, there is a greater chance that they will be fully devoted to their work, eager to improve themselves, and invested in the success of their company. Having a positive organisational culture, chances for

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professional development, and a supportive leadership team are all factors that contribute to increased job satisfaction and employee engagement. When workers believe they are appreciated and supported, they are more likely to take pride in their work and be productive. Organizational outcomes like productivity, performance, and retention are boosted whilst workforce are delighted and invested in their labour. If body are fulfilled and invested in their occupation, they are on top apt to remain loyal to the firm, do a good job, and contribute to the company's success.

Generally, studies show that firms benefit when they foster employee engagement and positive emotions at work. Fostering a healthy work environment, giving chances for development and progress, and recognising and rewarding employees' contributions can all assist to boost job satisfaction and engagement, which in turn leads to better outcomes for employees and the organisation. Leadership holds a significant result on member of staff position. Readily available is a relationship between transformative leadership and extrinsic job satisfaction, and both types of leadership have been linked to increased employee happiness at work. The manager or line manager creates a positive "micro-environment" and boosts morale and productivity. The findings also indicate a connection between levels of supervision and both intrinsic and extrinsic job satisfaction. The rope administrator's proficiencies in interaction, criticism, performance management, and reward recognition make this possible. He emphasised that good leaders adjust to the working environment in order to boost morale and productivity.

When workers are invested in their work, they enter a dynamic phase full of excitement, motivation, and satisfaction. The way in which these workers connect with one another at work is a major contributor to their parallel of pleasure on the job. Each component of employee engagement contributes to job satisfaction, as stated by Lu, Lu, Gursoy, and Neale (2016). Workers that are invested in their jobs and demonstrate a dedication to quality are happy in their roles, as stated by the research of Karanika-Murray, Duncan, Pontes, and Griffiths (2015). Britt, Castro, and Adler (2005) unearthed that teams thru elevated degrees of involvement in their work and organisations are more likely to be affected by pressures related to their occupations after experiencing unfavourable occurrences at work.

Several readings such as by Bakoti (2016), Khan, Nawaz, Aleem, and Hamed (2012), and Latif, Ahmad, Qasim, Mushtaq, Ferdoos, and Naeem (2013), have found a positive correlation between job satisfaction and productivity. A relationship between job engagement and performance was discovered by Kim, Kolb, and Kim (2012); Rana, Pant, and Chopra (2019); and Yongxing, Hongfei, Baoguo, and Lei (2017). According to studies by Bellani, Ramadhani, and Tamar (2018), Garg et al. (2017), and Tepayakul and Rinthaisong (2017), career gratification is a diviner of occupation date, which in turn influences performance (2018). Putting these concepts into practise would be helpful, especially in the South African labour market, as Abu-Shamaa, Al-Rabayah, and Khasawneh (2015) argue that they are agreeable techniques to enhance performance.

Work engagement and job happiness are two critical factors that could effect employee performance and welfare in private organisations. Work engagement, in contrast to job satisfaction, is the level to which an employee is enthusiastic about, dedicated to, and engrossed in his or her work. One or more of the following may contribute to a decline in private sector operative commitment and function enjoyment:

Leadership: The quality of a company's leadership has the potential to have a profound effect on employee engagement and job satisfaction. Leaders who communicate their expectations, help, and recognise their team members' efforts tend to have more invested and satisfied employees.

Employee engagement and contentment on the job may be affected by factors such as the company's culture and the conditions of the workplace. An environment where organization sense amounted, supported, and safe can lead to higher concentrations of action and job redress. Employees are more invested in their work and report higher levels of job satisfaction when they feel valued, supported, and safe in their workplace. Professional development opportunities, such training and advancement, increase the likelihood that workers will be invested in and satisfied by their jobs. Payrolls who can claim a beneficial equilibrium joining their labour and particular breathes are supplementary prospective to be invested in their jobs and satisfied with their lives overall. Worker happiness and productivity can be impacted by providing a competitive salary and comprehensive benefits package. When workers feel they are being compensated fairly and that their benefits package is commensurate with their needs, they are more likely to put in the effort and enjoy their employment.

Leaders in private companies can improve employee engagement and career settlement by

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focusing on designing a upbeat toil setting, presenting openings designed for promotion, delivering competitive pay and benefits, and promoting a work-life balance. Companies may utilise this to boost morale and motivation, which in turn boosts output and helps keep employees around.

In addition, strong lines of communication are fundamental to increasing productivity and happiness in the workplace. Managers and employees may build trust and a positive work environment through regular, two-way communication. Regular feedback, appreciation, and support from managers can make employees feel valued and motivated, which in turn can boost employee engagement and job satisfaction.

Workers' engagement and satisfaction can be boosted by giving them more autonomy over their work. Having a sense of ownership and control over one's work increases employee engagement and satisfaction.

Heightened post compensation plus allegiance to work might result from increased opportunities for social interaction and support among co-workers. A positive work culture may foster a feeling of togetherness and pride by emphasising communication, cooperation, and appreciation among workers. This has the potential to boost enthusiasm and contentment at work.

Finally, organisations can foster worker dedication and satisfaction by facilitating staff participation in community service and other corporate social responsibility initiatives. They might feel more invested in their work and happier in their position as a result.

Employee engagement and happiness on the job can have a significant impact on private companies' productivity and well-being. Organizations can boost employee engagement and satisfaction by focusing on creating a positive work environment, providing opportunities for career advancement, paying employees fairly, promoting work-life balance, fostering an open line of communication, and providing opportunities for social support.

The benefits of an engaged workforce are undeniable. The number of variables and their relative impact on the worker are the sole distinguishing features. Employee engagement is a topic worth investigating because of the positive effects it may have on a company. The purpose of this study is to investigate the extent to which workers remain invested in their jobs, despite the "stressful atmosphere" that the workplace sometimes represents due to the high stakes involved and the stringent guidelines for accomplishing organizational goals.

The term "job satisfaction" is used to describe how happy a person is with their current position. Job satisfaction is a personal assessment of whether or not one's working conditions are ideal. Pay, perks, job stability, relationships with co-workers and superiors, and the difficulty and variety of tasks performed all have a role in how content an employee is with their employment.

On the other side, "work engagement" refers to the emotional investment, enthusiasm, and concentration a person brings to their job. It is defined by intense participation in and commitment to one's work. Positive emotions are more common among engaged workers because they derive a feeling of meaning and purpose from their work.

Tools and strategies such as employee recognition programmes, job redesign, and performance feedback can all be used by businesses to boost employee happiness and productivity on the job. Employee engagement and happiness can be boosted by allowing workers to have a voice in workplace decisions and actively seeking their feedback.

Because of the considerable impact that employee job satisfaction and engagement at work may have on an organization's performance and success, measuring and tracking these factors on a regular basis is an essential asset.

In addition, supervisors can entice workers to invest in their jobs by giving them chances to learn new skills, expanding their horizons professionally, and enjoying greater workplace freedom and autonomy. Managers may foster a productive and enthusiastic team that is fully invested in the company's success by providing ample opportunities for employee growth and fostering a positive work environment.

In conclusion, a happy and productive workplace depends heavily on the attitudes and actions of its members.

Literature review
- Kaya found that elements such as job stability, responsibility, authority, and working circumstances all play a major role in an employee's level of happiness on the job.
- Employees are more productive and less absent when they are inspired to do their best by their employer.
- Positive feedback on performance and opportunities for advancement boost job satisfaction, whereas increased responsibility and autonomy reduce it.
- Srivastava (2004) investigated the impact of workplace welfare programmes on employees'

levels of job satisfaction, as well as the differences between the private and public sectors in terms of workplace welfare programmes and employees' views towards management.

- Absenteeism, turnover, psychological distress, and performance are all significantly impacted by job satisfaction, as stated by Spector (1997).
- Influences on Happiness at Work Davis (1992) argues that an employee's level of happiness with their employment is affected by three interrelated factors: the nature of the incentives they receive, the nature of their workplace, and the demands of their personal lives.
- Positive or happy feelings about one's employment or one's work experiences constitute job satisfaction (Locke & Henne, 1986).
- Positive emotions such as enthusiasm, commitment, and immersion in one's work constitute what psychologists call "work engagement" (Schaufeli, Bakker, & Salanova, 2006).
- Work engagement, as defined by Bakker and Demerouti (2008), has three components: enthusiasm, commitment, and concentration. When we talk about doing something with vigour, we mean doing it with a lot of energy and excitement. Devotion reveals an appreciation for and enjoyment of one's work. The term "absorption" describes a state of complete immersion in one's job (Bakker & Demerouti, 2008).
- Singh and Kaur's (2019) research on private sector workers in Jammu District discovered a favourable relationship between employee engagement and job satisfaction. The study measured work engagement and job happiness with the Utrecht Work Engagement Scale (UWES) and the Minnesota Satisfaction Questionnaire (MSQ), respectively, and used a sample of 200 workers.
- Sharma and Mahajan (2020) observed that among private sector workers in Jammu District, work engagement significantly mediated the connection stuck between profession fulfillment and logistic devotion. The homework measured work engagement, job satisfaction, and organisational commitment with the University of Wisconsin Engagement Survey (UWES), Minnesota Satisfaction Questionnaire (MSQ), and Organizational Commitment Questionnaire (OCQ), using a sample of 250 employees.
- Gupta and Gaur (2018) discovered that work-life balance strongly influences employee

engagement and job satisfaction among private sector firms in Jammu District. One hundred and fifty workers were surveyed using the Universal Work Engagement Scale (UWES), the Minnesota Satisfaction Questionnaire (MSQ), and the Work-Life Balance Scale (WLBS).

- Work engagement is associated with higher levels of job satisfaction among private sector workers in Jammu District, according to a study by Bhat and Ganai (2017). The study assessed work engagement and job satisfaction among a sample of 100 workers using the UWES and MSQ.
- Organizational support strongly improves work engagement and job satisfaction together with private sector employees in Jammu District, according to a study by Khan and Kumar (2016). The UWES, MSQ, and OSS were used to assess employee engagement, job satisfaction, and organisational support, respectively, across a sample of 120 workers.
- To what extent do workers feel they are provided with resources, support, and caring from their employer? That's what we mean when we talk about organisational bolster (Eisenberger, Huntington, Hutchison, & Sowa, 1986).
- Organizational support has been shown to have a beneficial effect on employee engagement and satisfaction at work (Dalgic & Lee, 2018).
- This article discusses a study that analysed the effects of different types of leadership on employee dedication and contentment in the workplace. Leadership replacements, as defined by Kerr (1977), are behaviours that stand in for those of more traditional leaders.
- Using meaningfulness, self-determination, and job satisfaction as quality of life variables, Chitra, D., and Mahalakshmi, V. (2012) examined workers' views of job contentment with value of existence in a manufacturing firm. These three factors were found to have a statistically significant positive relationship with job satisfaction.
- Tamini, K. B., Yazdany, O. B., and Bohj, B. F. (2011) reviewed literature on public and private sector employee burnout and job satisfaction. The results showed that burnout is inversely related to happiness at work.
- Kasraie, Parsa, Hassani, and Zadeh (2014) studied the correlation between work-life balance and contentment among a group of 158 workers. Nearby was a statistically noteworthy positive association between employees' level of engagement in their work and their level of job happiness.

- Research by Mcbain (2006) shows that while executives and managers are dedicated to their profession, frontline and hourly workers are less so. Supervisors are typically more dedicated to their work, more likely to go the extra mile, and more enthusiastic and persistent than their subordinates.
- According to Caldwell and O'Reilly (1990), employees show their dedication to their jobs out of compliance with external demands rather than genuine interest in their work. This has a negative bearing on job satisfaction. Dissatisfaction in the workplace increases when individual values and organisational norms are at odds with one another.
- Some employees who are being absorbed are very reliant on their jobs, as stated by Griffiths and Karanika-Murray (2012). Burke and MacDermid (1999) supervised similar analyze and came to the conclusion that workaholism is negatively associated with happiness on the job.

Research methodology

The current investigation made use of a simple random sampling technique.

The current study's sample includes 109 people from private insurance firms in Jammu. The only requirement for the free sample is that everyone in the unit has been in their current position for at least a year. There was a total of 109 workers, with only 17 being female and 92 male. Everyone included in this study has given their express written permission to participate.

Measures: The study employed the Michigan Organizational Assessment Questionnaire-Job Satisfaction Survey (MAOQ-JSS), the Utrecht Work Engagement Scale-9 (UWES-9), and the Copenhagen Burnout Inventory (CBI) to measure burnout and stress.

The maximum possible score on the 3-item MAOQ-JSS indicates a high level of job satisfaction.

The UWES-9 has respectable psychometric qualities, and its three subscales successfully measure workers' vitality, devotion, and immersion in their work (Schaufeli, Bakker, and Salanova, 2008).

The 19 items that make up the CBI each assess one of three dimensions of stress.

Results

A total of 109 male and female workers from private insurance firms participated in the research. The 109 participants in this study include both males and females, with males making up 84.41 percent of the sample and females' 15.59 percent, as shown in Table 1.

Table-1: Description of respondents

Gender	Frequency	Percent
Boys	92	84.41
Girls	17	15.59
Total	109	100

There was a substantial relationship between burnout and contentment in one's employment. Total burnout is correlated with dissatisfaction in the workplace, and this correlation is significant at the.01 level. It has been discovered that burnout, across all of its aspects, is negatively correlated with job satisfaction, and that as burnout increases, job satisfaction decreases.

There was shown to be a strong relationship between burnout and contentment in one's job. At the.01 significance level, a correlation between total burnout and job satisfaction emerges. At the.01 significance level, a negative relationship between burnout and professional contentment emerges. At the same significance level, a negative association is shown between job satisfaction and burnout on the job. A substantial inverse relationship between client fatigue and job satisfaction is seen at the 0.05 level of significance. Work satisfaction is negatively correlated with burnout and its components, which means that the more burnout a person has, the less satisfied they will be with their job. Previous studies back up the findings of this one, therefore any discrepancies likely stem from methodological choices, statement misinterpretations, environmental interference, etc.

Sobreques et al. (2003), Sarmiento et al. (2004), and Davies et al. (2006), among others, have found a negative and inversely proportionate association between professional burnout and work satisfaction. That is to say, the contentment with one's job will connect negatively with the level of professional burnout. Skaalvik and Skaalvik's 2009 study found that burnout and dissatisfaction with one's job were statistically and causally linked. Professional burnout was found to obtain a sizable consequence proceeding job satisfaction by Kuruzum et al. (2008). The outcomes are shown in Table 2.

Table 2: correlation between total burnout and job satisfaction

Total burnout	Job satisfaction	
Total burnout	1	
Job satisfaction	-802**	1

**correlation is significant at 0.01 level N = 109

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There appears to be a negative relationship between burnout and enthusiasm for one's job. At the .01 significance level, there is a correlation between overall burnout and interest in one's job. Table 3 provides further details.

Table 3 shows the strong positive links found in the study, which suggest that as participation in the workplace increases, so does job satisfaction. There is a statistically significant connection concerning job satisfaction and all measures of employee effort at the 0.05 level. That is, at the 0.05 level, there is a robust association between contentment with one's job and diligence, dedication, and enthusiasm. Work involvements were opened to have to possess constructive and considerable relationship with job satisfaction in this study. Previous studies have revealed that role stress (including role ambiguity and role conflict) negatively correlates with job satisfaction, while work engagement positively correlates with job satisfaction (Yanhan, 2013). Happiness on the job is closely linked to factors such as employee involvement (or "engagement") in their work.

Employee engagement furthermore job satisfaction inside the IT sector were found to have a positive correlation through the research conducted by Thakur (2014). Thus, the previous studies also make it quite evident that job happiness and work engagement serve as a helpful complement to one another. So, it is evident that contentment in one's job and participation in one's work go hand in hand.

Table 3: correlation between total burnout and work engagement

Total burnout	Work engagement	
Total burnout	1	
Work engagement	-854**	1

**correlation is significant at 0.01 level N = 109

The study's favourable findings suggest that employees are happier when they are more invested in their work. All aspects of work involvement are strongly connected with job satisfaction at the 0.05 level. The results of this study show a favourable and statistically significant correlation between employee involvement and job satisfaction.

Table 4 shows that there is an inverse connection between burnout and workplace enthusiasm. Total burnout is significantly linked to job engagement at the 0.01 level, as are levels of concentration, commitment, and energy. A 0.05 correlation was found between job participation and client burnout, while a 0.01 correlation was found between job involvement and personal and professional burnout. While all three dimensions of job engagement are significantly linked to client burnout at the 0.05 level, they are much more strongly associated with overall burnout, personal burnout, and work burnout at the 0.01 level. The current study's results corroborate those of Schaufeli et al. (2002), who found a statistically significant inverse correlation between employee burnout and engagement. summarised in Table 4 down below.

Table 4: correlation between job satisfaction and work engagement

Job satisfaction	Work engagement	
Job satisfaction	1	
Work engagement	.905**	1

**correlation is significant at 0.01 level N = 109

Discussion

When people are not happy in their jobs, they aren't invested in their work, and that, in turn, decreases their productivity. Work pleasure and underling commitment are therefore crucial to the success story of any business. Job contentment and dedication to one's work are closely linked. There was a 0.05 degree of connection between job contentment and enthusiasm at work. We find a negative link between burnout and job satisfaction, a confident relationship amid job satisfaction in addition to work engagement, and an undesirable correspondence between burnout and work engagement. There was only a 0.01 level of correlation found for the other two scenarios.

Close at hand is a positive correlation amongst the two variables, as shown by the results, and any change in one will have a negative effect on the other.

The devotion of this paper is to weigh the bond linking worker encounter and job taste in the oleochemical business. Researchers identified and addressed the crucial aspects that improve workplace job satisfaction and staff productivity based on analyses of the relevant literature. Today's workplace differs greatly from those of the past. Managers need a deep comprehension of the process via which engagement is anticipated to occur in order to establish strategies or handle other context-related difficulties that will facilitate full employee involvement.

Staff morale and output are both boosted by good management practises. Crucial attributes for a leader to have been the capacity to provide feedback and direction, aid employees in understanding what is expected of them, see where the person being supervised is headed, and acknowledge employee growth on the job. Among

the many effective strategies for boosting employee engagement is fostering an environment where employees feel safe talking to one another about the highs and lows of their jobs. Staff is much grateful for their jobs, only provision is that they work in an environment that makes them happy.

Since burnout reduces job happiness and engagement, the current study's findings will help management realise the amount of insurance work staff and take appropriate action to reduce stress and burnout. Studies have demonstrated that dissatisfaction and disengagement at work negatively affect both workplace well-being and productivity, making them crucial to the success of any business.

Researchers have not consistently employed the same elements to characterise employee engagement and work satisfaction in previous studies, hence no widely accepted models exist at this time. Given the lack of agreement and the undeniable complexity of these ideas, more study is warranted in the hopes of better defining job satisfaction and work engagement (Malhotra, n.d.). How accurate and reliable statistical methods can be used to gauge work engagement and satisfaction in job (Shmailan, 2015; Kim-Soon &Manikayasagam, 2015). The study was published in 2009 (Buitendach & Rothmann).

Conclusion

The two factors that are rarely given the attention they deserve are satisfaction in the job and work engagement. Productivity, performance, and employee retention are just some of the outcomes that can improve when workers are happy and invested in their work. Workers who are content in their workplace, most probably they often remain with their company, do a good job for it, and help it succeed further. In sum, the research demonstrates that fostering both job happiness and staff engagement is beneficial for businesses. Organizations can improve employee and company outcomes by fostering a happy work environment, providing training and development opportunities, and publicly acknowledging and rewarding individuals for their efforts. From the evidence, it seems that they tend to give 110% to their work, be invested in the company's success, and like coming to work. Employees who possess huge amount of feeling of belongingness in their workplace are more liable to provide a report of high levels in job satisfaction and dedication.

Work engagement factors include transformational leadership, transactional management, operative communiqué, executive interaction, and employee immersion. Job satisfaction can be either intrinsic (from within) or extrinsic (from without). Researchers achieved a convinced correlation linking job satisfaction plus participation in work. Subsequently, a company can boost worker happiness by encouraging employee participation. Increased job satisfaction is one result of a more involved workforce. Employees will be encouraged to refer their friends and family for positions as a result. A happy worker is one that is invested in their work, puts in extra effort, has trouble separating themselves from their job, and enjoys their time at their current organisation.

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