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A Study on Employee Engagement and Their Impact on Job Satisfaction at RN Travels and Consultancy

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ABSTRACT: In the contemporary business environment, organizations are facing intense competition, rapid technological advancements, changing workforce expectations, and increasing pressure to achieve sustainable growth. Amidst these challenges, effective Human Resource Management (HRM) has emerged as a critical function that enables organizations to align employee capabilities with organizational objectives. Employees today are viewed not merely as operational resources, but as strategic partners whose engagement, commitment, and satisfaction directly influence organizational success. Consequently, employee engagement and job satisfaction have become central themes in organizational research and practice. The objective of the study is to analyse employee engagement and their impact on job satisfaction at RN Travels and Consultancy. This study adopts a descriptive research design. Descriptive research helps in describing the characteristics, opinions, and attitudes of respondents regarding a particular phenomenon. The convenience sampling method, which is a type of non-probability sampling technique. Primary data is collected directly from employees through a structured questionnaire. Sample size refers to the number of respondents selected for the study. In this research 120 employees. It is found that they are overall satisfied with the engagement practices at RN Travels and Consultancy, while 16.7% are neutral, 11.7% disagree, and 8.3% strongly disagree. It is suggested that the company should clearly define job roles and responsibilities to ensure employees understand what is expected of them. It is concluded that supportive leadership, encouragement to share ideas, and a collaborative work environment contribute meaningfully to employees' positive perception of the organization.

KEYWORDS: Employee Engagement, Job Satisfaction, Recognition, Training and Development, Work Environment, Leadership.

I. INTRODUCTION

In the contemporary business environment, organizations are facing intense competition, rapid technological advancements, changing workforce expectations, and increasing pressure to achieve sustainable growth. Amidst these challenges, effective Human Resource Management (HRM) has emerged as a critical function that enables organizations to align employee capabilities with organizational objectives. Employees today are viewed not merely as operational resources, but as strategic partners whose engagement, commitment, and satisfaction directly influence organizational success. Consequently, employee engagement and job satisfaction have become central themes in organizational research and practice.

Employee engagement refers to the degree to which employees are emotionally, cognitively, and behaviorally invested in their work and organization. An engaged employee demonstrates enthusiasm, dedication, and a strong sense of responsibility toward assigned roles and organizational goals. Employee engagement goes beyond job satisfaction; it reflects an employee's willingness to contribute discretionary effort and actively participate in organizational development. Organizations that implement effective engagement practices—such as transparent communication, recognition and reward systems, training and development programs, employee involvement in decision-making, and supportive leadership—are more likely to foster a motivated and high-performing workforce.

Job satisfaction, on the other hand, represents an individual's overall attitude toward their job and workplace. It is influenced by various factors including compensation, working conditions, leadership style, career advancement opportunities, job security, organizational culture, and interpersonal relationships. High levels of job satisfaction contribute to positive employee behavior, improved performance, enhanced organizational loyalty, and reduced employee turnover. Conversely, low job satisfaction may result in absenteeism, reduced productivity, workplace conflicts, and increased attrition rates, thereby negatively impacting organizational effectiveness.

OBJECTIVES OF THE STUDY

- To identify the level of employee engagement at RNTC.
- To measure the job satisfaction level of employees.
- To analyze factors influencing engagement and satisfaction.
- To suggest measures to improve employee engagement.

II. REVIEW OF LITERATURE

Moreno-Martínez & Sánchez-Martínez (2025) analyzed factors associated with work engagement, work overload, work satisfaction, and emotional exhaustion in healthcare workers. The cross-sectional research identified that emotional exhaustion negatively impacts engagement and satisfaction, while manageable workloads and supportive environments improve both. These findings suggest that healthcare organizations should address work overload and emotional well-being alongside engagement programs to enhance satisfaction and reduce burnout.

Rao, Nelakuditi.et.al.,(2025) assessed the impact of organizational culture on employee engagement and job satisfaction in the hospitality sector using Structural Equation Modelling (SEM) with data from 410 hotel employees across four Indian cities. The study aimed to determine whether culture directly influences satisfaction and whether engagement mediates this relationship. Analytical results showed that organizational traits like adaptability, shared mission, and employee involvement positively affected both engagement and satisfaction. Employee engagement was found to partially mediate the relationship, suggesting that culture influences satisfaction both directly and through engagement. Findings indicated that inclusive cultures lead to higher engagement, satisfaction, and retention, reinforcing the idea that organizational practices should cultivate mission alignment, recognition, and developmental opportunities. Practical implications recommend hospitality firms adopt participative decision-making, leadership development, and transparent communication to sustain engagement and satisfaction. The research contributes empirical evidence of engagement's mediating role in culture–satisfaction linkages.

Prudhvi Raj and Sowmya (2025) examined the impact of employee engagement on performance and job satisfaction at Kusalava International Limited. The objective was to determine how engagement practices such as recognition, communication, training, and organizational support influence employee morale and satisfaction levels. Data were collected from 120 employees using structured questionnaires, and descriptive statistics and percentage analysis were used to interpret responses. The analysis revealed a strong positive correlation between employee engagement and both performance and job satisfaction, indicating that employees who perceive higher engagement report higher satisfaction levels, better performance, and increased organizational commitment. The research highlighted that engagement factors like supportive leadership, clear role expectations, and opportunities for development were key drivers of satisfaction. The study suggested that organizations implement consistent recognition programs, enhance internal communication systems, and provide regular training sessions to sustain engagement and improve job satisfaction. It also recommended ongoing feedback mechanisms and employee involvement in decision-making to strengthen overall workplace engagement practices.

III. RESEARCH METHODOLOGY

This study adopts a descriptive research design. Descriptive research helps in describing the characteristics, opinions, and attitudes of respondents regarding a particular phenomenon. Convenience sampling is adopted in this study. The convenience sampling method, which is a type of non-probability sampling technique. Primary data is collected directly from employees through a structured questionnaire. The sample size of the study is 120. Simple percentage analysis, chi square analysis and correlation has been used in this study.

Data analysis and interpretation

Table No. 1 EMPLOYEE ENGAGEMENT PRACTICES

Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
I clearly understand my job role and responsibilities	42 (35.0%)	48 (40.0%)	15 (12.5%)	10 (8.3%)	5 (4.2%)	120 (100%)
I receive adequate support from my supervisor	38 (31.7%)	46 (38.3%)	18 (15.0%)	12 (10.0%)	6 (5.0%)	120 (100%)
The organization provides sufficient training and development opportunities	30 (25.0%)	40 (33.3%)	25 (20.8%)	15 (12.5%)	10 (8.3%)	120 (100%)
My efforts and achievements are recognized by the organization	28 (23.3%)	42 (35.0%)	20 (16.7%)	18 (15.0%)	12 (10.0%)	120 (100%)
Communication between management and employees is effective	32 (26.7%)	44 (36.7%)	18 (15.0%)	16 (13.3%)	10 (8.3%)	120 (100%)
I feel motivated to give my best at work	40 (33.3%)	45 (37.5%)	15 (12.5%)	12 (10.0%)	8 (6.7%)	120 (100%)
I am encouraged to share ideas and suggestions	35 (29.2%)	43 (35.8%)	20 (16.7%)	14 (11.7%)	8 (6.7%)	120 (100%)
The work environment promotes teamwork and collaboration	37 (30.8%)	47 (39.2%)	16 (13.3%)	12 (10.0%)	8 (6.7%)	120 (100%)

INTERPRETATION:

35.0% strongly agree and 40.0% agree that they clearly understand their job role and responsibilities, while 12.5% are neutral, 8.3% disagree, and 4.2% strongly disagree. 31.7% strongly agree and 38.3% agree that they receive adequate support from their supervisor, while 15.0% are neutral, 10.0% disagree, and 5.0% strongly disagree. 25.0% strongly agree and 33.3% agree that the organization provides sufficient training and development opportunities, while 20.8% are neutral, 12.5% disagree, and 8.3% strongly disagree. 23.3% strongly agree and 35.0% agree that their efforts and achievements are recognized by the organization, while 16.7% are neutral, 15.0% disagree, and 10.0% strongly disagree. 26.7% strongly agree and 36.7% agree that communication between management and employees is effective, while 15.0% are neutral, 13.3% disagree, and 8.3% strongly disagree. 33.3% strongly agree and 37.5% agree that they feel motivated to give their best at work, while 12.5% are neutral, 10.0% disagree, and 6.7% strongly disagree. 29.2% strongly agree and 35.8% agree that they are encouraged to share ideas and suggestions, while 16.7% are neutral, 11.7% disagree, and 6.7% strongly disagree. 30.8% strongly agree and 39.2% agree that the work environment promotes teamwork and collaboration, while 13.3% are neutral, 10.0% disagree, and 6.7% strongly disagree.

Table No. 2 JOB SATISFACTION

Questions	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
I am satisfied with my current job role	40 (33.3%)	44 (36.7%)	16 (13.3%)	12 (10.0%)	8 (6.7%)	120 (100%)
I am satisfied with the salary and benefits	28 (23.3%)	36 (30.0%)	24 (20.0%)	18 (15.0%)	14 (11.7%)	120 (100%)
My job provides opportunities for career	32 (26.7%)	38 (31.7%)	20 (16.7%)	16 (13.3%)	14 (11.7%)	120 (100%)

growth						
I am satisfied with the work-life balance in the organization	30 (25.0%)	40 (33.3%)	22 (18.3%)	16 (13.3%)	12 (10.0%)	120 (100%)
I feel secure in my job	36 (30.0%)	42 (35.0%)	18 (15.0%)	14 (11.7%)	10 (8.3%)	120 (100%)
I am proud to work at RN Travels and Consultancy	38 (31.7%)	40 (33.3%)	18 (15.0%)	14 (11.7%)	10 (8.3%)	120 (100%)
I would recommend RN Travels and Consultancy as a good place to work	35 (29.2%)	42 (35.0%)	20 (16.7%)	13 (10.8%)	10 (8.3%)	120 (100%)

INTERPRETATION

33.3% strongly agree and 36.7% agree that they are satisfied with their current job role, while 13.3% are neutral, 10.0% disagree, and 6.7% strongly disagree. 23.3% strongly agree and 30.0% agree that they are satisfied with salary and benefits, whereas 20.0% are neutral, 15.0% disagree, and 11.7% strongly disagree. 26.7% strongly agree and 31.7% agree that their job provides career growth opportunities, while 16.7% are neutral, 13.3% disagree, and 11.7% strongly disagree. 25.0% strongly agree and 33.3% agree that they are satisfied with work-life balance, whereas 18.3% are neutral, 13.3% disagree, and 10.0% strongly disagree. 30.0% strongly agree and 35.0% agree that they feel secure in their job, while 15.0% are neutral, 11.7% disagree, and 8.3% strongly disagree. 31.7% strongly agree and 33.3% agree that they are proud to work at RN Travels and Consultancy, whereas 15.0% are neutral, 11.7% disagree, and 8.3% strongly disagree. Finally, 29.2% strongly agree and 35.0% agree that they would recommend the organization as a good place to work, while 16.7% are neutral, 10.8% disagree, and 8.3% strongly disagree.

Table No. 3 IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION

Questions	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	Total
Employee engagement practices increase my job satisfaction	38 (31.7%)	44 (36.7%)	18 (15.0%)	12 (10.0%)	8 (6.7%)	120 (100%)
Recognition and rewards motivate me to perform better	35 (29.2%)	42 (35.0%)	20 (16.7%)	13 (10.8%)	10 (8.3%)	120 (100%)
Training programs help improve my job performance and satisfaction	32 (26.7%)	40 (33.3%)	22 (18.3%)	14 (11.7%)	12 (10.0%)	120 (100%)
Supportive leadership positively influences my job satisfaction	36 (30.0%)	44 (36.7%)	18 (15.0%)	12 (10.0%)	10 (8.3%)	120 (100%)
Overall, I am satisfied with the engagement practices at RN Travels and Consultancy	34 (28.3%)	42 (35.0%)	20 (16.7%)	14 (11.7%)	10 (8.3%)	120 (100%)

INTERPRETATION

31.7% strongly agree and 36.7% agree that employee engagement practices increase their job satisfaction, while 15.0% are neutral, 10.0% disagree, and 6.7% strongly disagree. 29.2% strongly agree and 35.0% agree that recognition and rewards motivate them to perform better, while 16.7% are neutral, 10.8% disagree, and 8.3% strongly disagree. 26.7% strongly agree and 33.3% agree that training programs help improve their job performance and satisfaction, while 18.3% are neutral, 11.7% disagree, and 10.0% strongly disagree. 30.0% strongly agree and 36.7% agree that supportive leadership positively influences their job satisfaction, while 15.0% are neutral, 10.0% disagree, and 8.3% strongly

disagree. 28.3% strongly agree and 35.0% agree that they are overall satisfied with the engagement practices at RN Travels and Consultancy, while 16.7% are neutral, 11.7% disagree, and 8.3% strongly disagree.

**CHI-SQUARE ANALYSIS: RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT PRACTICES AND IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION
HYPOTHESIS TESTING**

Null hypothesis (Ho): There is no significant relationship between employee engagement practices and impact of employee engagement on job satisfaction.

Alternative hypothesis (H1): There is some significant relationship between employee engagement practices and impact of employee engagement on job satisfaction.

Chi-Square Tests

Chi-Square Tests			
Test	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	408.381a	288	0.000
Likelihood Ratio	274.67	288	0.704
Linear-by-Linear Association	50.884	1	0
N of Valid Cases	120		

a. 323 cells (100.0%) have expected count less than 5. The minimum expected count is 0.01.

INTERPRETATION

As per the above table, the Pearson Chi-Square P value is 0.000, which is significant at 5% (0.05) significance level. The minimum expected count is 0.01. Therefore, the null hypothesis is rejected, indicating that there is a significant association between employee engagement practices and their impact on job satisfaction. This shows that effective employee engagement practices positively influence employees' job satisfaction.

CORRELATION ANALYSIS: RELATIONSHIP BETWEEN JOB SATISFACTION AND IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION

	JOB SATISFACTION	IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION
JOB SATISFACTION	Pearson Correlation	1
	Sig. (2-tailed)	
	N	120

IMPACT OF EMPLOYEE ENGAGEMENT ON JOB SATISFACTION	Pearson Correlation	0.684**
	Sig. (2-tailed)	0
	N	120

Correlation is significant at the 0.01 level (2-tailed).

INTERPRETATION

The above table indicates that out of 120 respondents, the coefficient of correlation between Job Satisfaction and Impact of Employee Engagement on Job Satisfaction is 0.684. Since the value is below 1, it shows a positive relationship between Job Satisfaction and the impact of employee engagement. This means that as employees perceive better engagement practices, their level of job satisfaction also increases. The relationship is significant at the 0.01 level (2-tailed), indicating a statistically strong association.

IV. SUGGESTIONS

- The company should clearly define job roles and responsibilities to ensure employees understand what is expected of them.
- The company should provide consistent support from supervisors to help employees perform their tasks effectively.
- The company should organize training and development programs to enhance employees' skills and knowledge.
- The company should recognize and reward employees' efforts and achievements to increase motivation.
- The company should improve communication between management and employees to ensure transparency and information flow.
- The company should encourage employees to share ideas and suggestions to promote participation and innovation.
- The company should foster a work environment that promotes teamwork and collaboration.
- The company should focus on improving job satisfaction factors such as salary, benefits, work-life balance, and career growth opportunities.
- The company should implement employee engagement practices that positively impact job satisfaction, such as recognition programs and supportive leadership.
- The company should regularly evaluate engagement practices and employee satisfaction to identify areas for improvement.

V. CONCLUSION

It is concluded that employee engagement practices have a significant and positive impact on job satisfaction at RN travels and consultancy. The findings indicate that when employees clearly understand their roles, receive adequate support from supervisors, and are provided with training and development opportunities, they tend to feel more motivated, secure, and satisfied in their jobs recognition, rewards, and effective communication from management further enhance employees' sense of value and commitment, demonstrating that engagement initiatives play a crucial role in fostering overall job satisfaction.

It is also concluded that supportive leadership, encouragement to share ideas, and a collaborative work environment contribute meaningfully to employees' positive perception of organization the study establishes that well-implemented engagement practices directly influence employees' motivation, pride in their work, and willingness to recommend the organization as a good place to work. Therefore, focusing on continuous improvement of engagement strategies is essential for maintaining high levels of job satisfaction and promoting organizational effectiveness.

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