

Work Engagement: How Does Employee Work Engagement influence Employee Satisfaction?

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Abstract— *The goal of this research is to look into the link between job happiness and work engagement. The goal of the study was to look into the relationship between (equal opportunities, personal influence, nature of career, development opportunity, employee recognition, work challenge, supervisor behavior, ethics and integrity, and job empowerment) and job satisfaction in Erbil's private companies. In order to examine the association between work engagement and job satisfaction, the researcher employed a quantitative research method, but only 108 people took part in the current study. To assess the association between variables, the researcher employed multiple regression analysis. The researcher discovered that among the other work engagement aspects, workplace challenge had the greatest value =.671 and P-value =.000, indicating that many employees in private organizations are engaged to their jobs due to time management, overburdening tasks, and communication. This study emphasized the importance of workplace challenges in motivating employees to become more involved in their organizations. Employee engagement is defined as a good attitude toward work and the degree to which an individual is committed to the company. Only a small number of employees from private enterprises in Kurdistan took part in this survey, which limits the study's findings.*

Keywords— *Engagement, Job satisfaction, Kurdistan.*

I. INTRODUCTION

Employee involvement can be both physical and mental, reflecting the concept's behavioural and attitudinal foundations (Abdullah et al. 2021). In today's competitive market, there is a substantial body of evidence demonstrating the benefits of having highly engaged staff for firms (Ahmed et al. 2021). Several academics and scholars have demonstrated that engaged employees are less likely to leave the firm (Ahmed et al. 2021), while engaged employees are more likely to attend frequently (Akoi et al. 2021). In today's world, no firm can exist without employees (Ali & Anwar, 2021). As a result, it's critical to understand the concept of engagement and its potential consequences (Ali et al. 2021). Engagement is a belief that reflects an individual's strength (Ali et al. 2021) of attachment to an organization (Ali et al. 2021), according to (Ali, 2014). The goal of this study is to determine the

association between work engagements and job satisfaction in Kurdistan's private institutions (Ali, 2016).

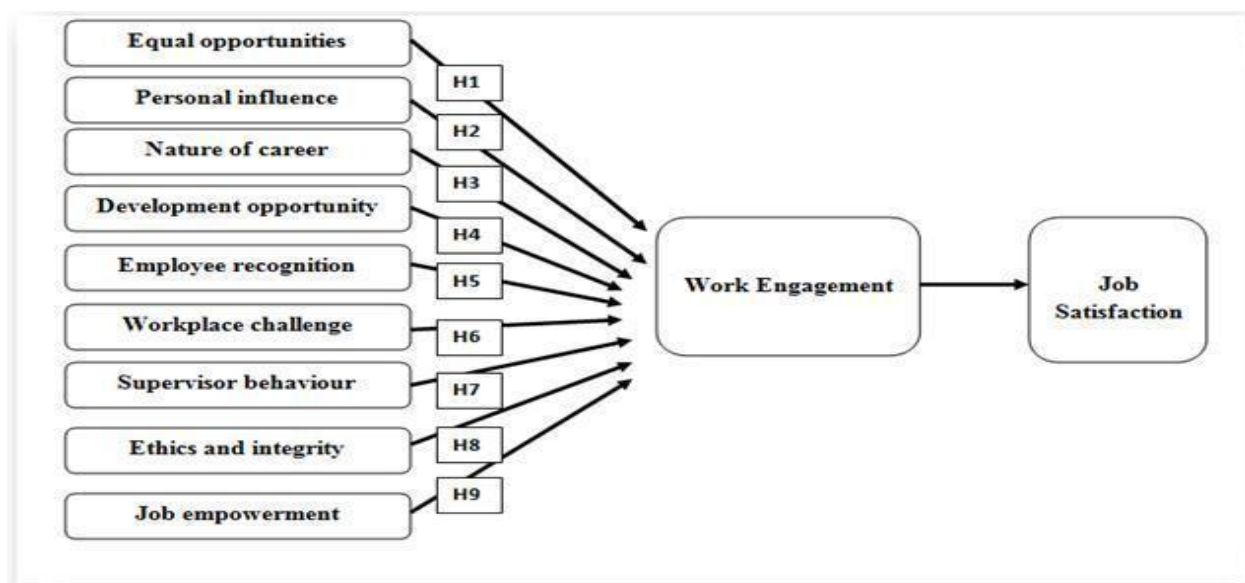
II. LITERATURE REVIEW

Employee engagement, according to (Ali, 2020), refers to people's participation in or attachment to organizations (Ali, 2021). Employee engagement, according to (Ali, et al. 2021), is an effective response to the entire organization as well as the degree of employees' devotion to their organization. Employee engagement, according to (Andavar et al. 2020), is defined as an employee's attitude toward their work (Anwar & Abd Zebari, 2015). Arrangement. Employee engagement, according to (Anwar & Abdullah, 2021), is a psychological degree that reflects an individual's relationship with the organization and has links with the individual's desire to remain a member of the

business (Anwar & Balcioglu, 2016). Employee engagement (Anwar & Climis, 2017), according to (Anwar & Ghafoor, 2017), is defined as "the degree to which individuals feel a strong attachment to their organization (Anwar & Qadir, 2017)." Employee engagement is important for any firm (Anwar & Shukur, 2015), according to (Anwar & Surarchith, 2015), because high levels of employee engagement lead to better levels of work satisfaction (Anwar, 2016). According to (Lu, et al., 2016), the majority of engaged employees have no plans to leave their jobs (Anwar, 2017). According to (Aziz et al. 2021) discovered a negative association between employee commitment (Anwar, K., & Louis, 2017) and the likelihood of turnover, as well as a positive and significant association between work engagement and job satisfaction (Aziz et al. 2021). Many scholarly studies, on the other hand, have demonstrated a link between employee involvement and satisfaction (Demir et al. 2020). Organizations can benefit from engaged employees in a variety of ways (Faraj et al. 2021), including less employee turnover and increased job satisfaction (Hamza et al. 2021). According to (Hameed & Anwar, 2018), there is debate as to whether work engagement is defined as a behavior or an attitude statement from a psychological standpoint (Ismael et al. 2021); however, (Jamal et al. 2021) stated that work engagement can be defined as both behavioral and attitudinally stated for the purposes of the current study and in (Sabir et al. 2021) accordance with a strong theoretical foundation (Saleh et al. 2021). Job satisfaction is described by (Sorguli et al. 2021) as the emotion or sensation that a person has about their current job (Talin, et al. 2021). They also mentioned that numerous academic researchers have attempted to identify various work satisfaction components, assess relative significance for each job satisfaction component, and analyze (Top & Ali, 2021) the impact of all of these job satisfaction components on employee satisfaction and productivity. Professional development for employees (Anwar, K., & Louis, 2017), according to (Anwar, 2017), will raise their degree of commitment and engagement in their responsibilities and duties. Job satisfaction, according to (Anwar & Surarchith, 2015) is described as an individual's overall attitude toward their job. According to (Anwar & Shukur, 2015), inspiration is closely linked to job happiness. Job satisfaction is

influenced by a variety of aspects, including social interactions, job analysis, employee training, wishes and wants, recruitment and selection, orientation, working environment, management development (Anwar & Qadir, 2017), and management quality. (Aunola and colleagues, 2016). Furthermore, some academics and researchers have sought to identify multiple job satisfaction components, evaluate relative significance for each job satisfaction component (Anwar & Ghafoor, 2017), and explore the impact of all of these job satisfaction components on employee satisfaction (Anwar & Climis, 2017). Job satisfaction is a state of mind that is the result of a detailed blueprint and a collection of specific likes and dislikes from previous work experiences (Anwar & Balcioglu, 2016). The most crucial and crucial asset for practically all organizations (Anwar & Abdullah, 2021), according to (Anwar & Abd Zebari, 2015), is human resources (Ali & Anwar, 2021). A person's job satisfaction is measured in terms of their level of satisfaction, which varies depending on the work (Anwar & Abd Zebari, 2015). Job satisfaction is an important indicator of how an individual feels about their job and how satisfied they are with it. Individual satisfaction is connected to an increase in organizational output (Anwar & Abdullah, 2021). An individual's job happiness is seen as a critical aspect in an organization's success (Anwar & Balcioglu, 2016). A high degree of individual satisfaction is significantly connected with a low level of employee turnover in every firm. As a result, ensuring that employees are happy and pleased with their current jobs should be a top concern for any company (Anwar & Climis, 2017). Human resource management strategies aim to distribute and assign human resources in the most efficient and effective (Anwar & Ghafoor, 2017) methods possible in order to achieve long-term organizational goals, and they provide a slew of advantages and benefits that lead to an increase in job satisfaction (Anwar & Qadir, 2017). Furthermore, motivated personnel, according to (Anwar & Shukur, 2015), are likely to be more engaged and devoted to their jobs and obligations (Anwar & Surarchith, 2015).

Conceptual Framework Research Model



Research Hypotheses

H1: Work engagement mediates the positive relationship between equal employee opportunities (fair treatment) and job satisfaction.

H2: Work engagement mediates the positive relationship between personal influence and job satisfaction.

H3: Work engagement mediates the positive relationship between nature of career and job satisfaction.

H4: Work engagement mediates the positive relationship between development opportunity and job satisfaction.

H5: Work engagement mediates the positive relationship between employee recognition and job satisfaction.

H6: Work engagement mediates the positive relationship between workplace challenge and job satisfaction.

H7: Work engagement mediates the positive relationship between supervisor behaviour and job satisfaction.

H8: Work engagement mediates the positive relationship between ethics and integrity and job satisfaction.

H9: Work engagement mediates the positive relationship between job empowerment and job satisfaction.

III. METHODOLOGY

The researcher used a quantitative research method to test the developed research hypotheses. Currently there are 8622 private companies registered in the Erbil Chamber of Commerce & Industry, these including general trade companies and other specialized companies. Based on the participants' request, the researcher kept companies identity confidentially; therefore the researcher kept any identifying information out of published reports. The researcher distributed 120 surveys at private companies in Kurdistan; however only 108 surveys were filled and received back from the participants, therefore the sample size for the current study is 130 participants.

Analysis

Table.1: Demographic analysis

Items		Frequency	Percent
Gender	Male	76	70.4
	Female	32	29.6
Age	20-25	16	14.8
	26-30	22	20.4
	31-35	25	23.1
	36-40	17	15.7
	41-45	15	13.9
	46-50	5	4.6
	51-55	5	4.6

	56 and above	3	2.8
Marital status	Single	48	44.4
	Married	60	55.6
Level of education	Bachelor	91	84.3
	Master	13	12.0
	PhD	4	3.7

As seen in table (1) demographic analysis for respondents participated in this research. Based on to the descriptive analysis, the researcher was able to analyze respondents' background information. Concerning the respondents' gender; it was found that 76 male from total of 108 respondents participated in this research and 32 female from total of 108 respondents participated in this research. Concerning the respondents' age; it was found that 16 from total of 108 respondents fall in a group of 20-25 years old, 22 from total of 108 respondents fall in a group of 26-30 years old, 25 from total of 108 respondents fall in a group of 31-35 years old, 17 from total of 108 respondents fall in a group of 36-40 years old, 15 from total of 108 respondents fall in a group of 41-45 years old, 5 from total of 108

respondents fall in a group of 46-50 years old, 5 from total of 108 respondents fall in a group of 51-55 years old and finally only three respondents from total of 108 respondents fall in a group of 56 years old and above. Concerning the of respondents' marital status; it was found that 60 married respondents participated in this study and 48 single respondents participated in this study. Concerning the respondents' level of education; it was found that 91 respondents from total of 108 respondents had obtained college degree, 13 respondents from total of 108 respondents had obtained master degree, and only four respondents from total of 108 respondents had obtained PhD degree.

Table 2: Reliability Analysis

Variables	Item N.	Cronbach's Alpha
Supervisor behaviour	7	.829
Ethic & integrity	7	.770
Job empowerment	7	.741
Equal opportunities	7	.726
Personal development	7	.727
Nature of career	7	.751
Development opportunity	7	.855
Workplace challenge	7	.835
Employee recognition	7	.780

Job satisfaction	10	.773
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The researcher implemented reliability analysis to (as seen in table-2) the values of Cronbach's Alpha for supervisor behaviour as independent factor, found to be $.829 > .6$ this indicates that the items used to measure supervisor behaviour factor were reliable for the current study, the values of Cronbach's Alpha for ethic & integrity as independent factor, found to be $.770 > .6$ this indicates that the items used to measure ethic & integrity factor were reliable for the current study, the values of Cronbach's Alpha for job empowerment as independent factor, found to be $.741 > .6$ this indicates that the items used to measure job empowerment factor were reliable for the current study, the values of Cronbach's Alpha for equal opportunity as independent factor, found to be $.726 > .6$ this indicates that the items used to measure equal opportunity factor were reliable for the current study, the values of Cronbach's Alpha for Personal development as independent factor, found to be $.727 > .6$ this indicates that the items used to measure Personal development factor were reliable for the current study, the values of Cronbach's Alpha for Nature of career as independent factor, found to be $.751 > .6$ this

indicates that the items used to measure Nature of career factor were reliable for the current study, the values of Cronbach's Alpha for Development opportunity as independent factor, found to be $.855 > .6$ this indicates that the items used to measure Development opportunity factor were reliable for the current study, the values of Cronbach's Alpha for Workplace challenge as independent factor, found to be $.835 > .6$ this indicates that the items used to measure Workplace challenge factor were reliable for the current study, the values of Cronbach's Alpha for Employee recognition as independent factor, found to be $.780 > .6$ this indicates that the items used to measure Employee recognition factor were reliable for the current study, and the values of Cronbach's Alpha for Job satisfaction as dependent factor, found to be $.773 > .6$ this indicates that the items used to measure Job satisfaction factor were reliable for the current study. However, the results revealed that all items used to measure the relationship between nine independent factors and dependent factor were reliable for the current research.

Table.3:Correlation Analysis

	Pearson	EO	PI	NOC	DO	WC	ER	SB	EI	JE
	Correlation	1								
	Sig. (2-tailed)									
	N	108								
Personal influence	Pearson	.399**	1							
	Correlation									
	Sig. (2-tailed)	.000								
	N	108	108							
Nature of career	Pearson	.576**	.470**	1						
	Correlation									
	Sig. (2-tailed)	.000	.000							
	N	108	108	108						
Development opportunity	Pearson	.347**	.389**	.365**	1					
	Correlation									
	Sig. (2-tailed)	.000	.000	.000						
	N	108	108	108	108					
Workplace Challenge	Pearson	.632**	.696**	.615**	.611**	1				
	Correlation									

	Sig. (2-tailed)	.000	.000	.000	.000					
Employee recognition	Pearson Correlation	.434**	.556**	.419**	.793**	.673**	1			
	Sig. (2-tailed)	.000	.000	.000	.000	.000				
	N	108	108	108	108	108	108			
Supervisor behaviour	Pearson Correlation	.561**	.753**	.547**	.634**	.772**	.730**	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000			
	N	108	108	108	108	108	108	108		
Ethic & integrity	Pearson Correlation	.757**	.672**	.548**	.179**	.492**	.299**	.565**	1	
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	
	N	108	108	108	108	108	108	108	108	
Job empowerment	Pearson Correlation	.778**	.455**	.571**	.244**	.504**	.308**	.437**	.644**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	108	108	108	108	108	108	108	108	108
Job satisfaction	Pearson Correlation	.521**	.630**	.414**	.354**	.662**	.443**	.601**	.533**	.522
	Sig. (2-tailed)	.000	.000	.000	.000	.000	.000	.000	.000	.000
	N	108	108	108	108	108	108	108	108	108
**. Correlation is significant at the 0.01 level (2-tailed).										

The researcher attempted to find the correlation between nine independent variables and a dependent variable, therefore the correlation analysis was implemented (as seen in table-3). It was found that the value of Pearson correlation for equal opportunity = .521** > .01 therefore there is a positive and significant correlation between equal opportunity and job satisfaction, in terms of the strength it was found to be a moderate correlation, the value of Pearson correlation for personal influence = .630** > .01 therefore there is a positive and significant correlation between personal influence and job satisfaction, in terms of the strength it was found to be a strong correlation, the value of Pearson correlation for nature of career = .414** > .01 therefore there is a positive and significant correlation between nature of career and job satisfaction, in terms of the strength it was found to be a weak correlation, the value of Pearson correlation for development opportunity = .354** > .01 therefore there is a positive and significant correlation between development opportunity and job satisfaction, in terms of the strength it was found to be a weak correlation, the value of Pearson correlation for

workplace challenge = .662** > .01 therefore there is a positive and significant correlation between workplace challenge and job satisfaction, in terms of the strength it was found to be a strong correlation, the value of Pearson correlation for employee recognition = .443** > .01 therefore there is a positive and significant correlation between employee recognition and job satisfaction, in terms of the strength it was found to be a weak correlation, the value of Pearson correlation for supervisor behaviour = .601** > .01 therefore there is a positive and significant correlation between supervisor behaviour and job satisfaction, in terms of the strength it was found to be a strong correlation, the value of Pearson correlation for ethics and integrity = .533** > .01 therefore there is a positive and significant correlation between ethics and integrity and job satisfaction, in terms of the strength it was found to be a moderate correlation, and the value of Pearson correlation for job empowerment = .522** > .01 therefore there is a positive and significant correlation between job empowerment and job satisfaction, in terms of the strength it was found to be a moderate correlation.

Table.4: Model Summary

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.736a	.542	.538	.33447

a. Predictors: (Constant), empowerment, development, personal, career, ethic, challenge, recognition, behaviour, equal
 It was found that the value of R square = .542 (as seen in table-4) this indicates that 54% of the variables have been explained.

Table 5: ANOVA

ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	129.814	9	14.424	128.933	.000b
	Residual	109.745	981	.112		
	Total	239.559	990			

a. Dependent Variable: satisfaction

b. Predictors: (Constant), empowerment, development, personal, career, ethic, challenge, recognition, behaviour, equal
 It was found the value F = 128.933 and since the value is greater than .001, this indicates that that there is a positive association between variables used to test research hypotheses.

Table.6: Coefficients

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.687	.104		6.617	.000
	Equal opportunities	.448	.023	.521	19.213	.000

Personal influence	.584	.023	.630	25.509	.000
Nature of career	.414	.029	.414	14.336	.000
Development opportunity	.269	.023	.354	11.925	.000
Workplace challenge	.671	.024	.662	27.796	.000
Employee recognition	.389	.025	.443	15.566	.000
Supervisor behaviour	.571	.024	.601	23.659	.000
Ethic & integrity	.446	.022	.533	19.831	.000
Job empowerment	.497	.026	.522	19.274	.000

a. Dependent Variable: satisfaction

The researcher utilized multiple regression analysis to find the most effective and suitable factors increasing level of job satisfaction in private companies in Kurdistan. It was found that the value of B for equal opportunity = .448 > .001 and P-value = .000, this indicated that there is positive relationship between equal opportunity and job satisfaction, accordingly the first research hypothesis was supported which stated that “Work engagement mediates the positive relationship between equal employee opportunities (fair treatment) and job satisfaction”, the value of B for personal influence = .584 > .001 and P-value = .000, this indicated

that there is positive relationship between personal influence and job satisfaction, accordingly the second research hypothesis was supported which stated that “Work engagement mediates the positive relationship between personal influence and job satisfaction”, the value of B for nature of career = .414 > .001 and P-value = .000, this indicated that there is positive relationship between nature of career and job satisfaction, accordingly the third research hypothesis was supported which stated that “Work engagement mediates the positive relationship between nature of career and job satisfaction”, the value of

B for development opportunity = .269 >.001 and P-value = .000, this indicated that there is positive relationship between development opportunity and job satisfaction, accordingly the fourth research hypothesis was supported which stated that “ Work engagement mediates the positive relationship between development opportunity and job satisfaction”, the value of B for workplace challenge = .671 >.001 and P-value = .000, this indicated that there is positive relationship between workplace challenge and job satisfaction, accordingly the fifth research hypothesis was supported which stated that “ Work engagement mediates the positive relationship between workplace challenge and job satisfaction”, the value of B for employee recognition = .389 >.001 and P-value = .000, this indicated that there is positive relationship between employee recognition and job satisfaction, accordingly the sixth research hypothesis was supported which stated that “ Work engagement mediates the positive relationship between employee recognition and job satisfaction”, the value of B for supervisor behaviour = .571 >.001 and P-value = .000, this indicated that there is positive relationship between supervisor behaviour and job satisfaction, accordingly the seventh research hypothesis was supported which stated that “ Work engagement mediates the positive relationship between supervisor behaviour and job satisfaction”, the value of B for ethic and integrity = .446 >.001 this indicated that there is positive relationship between ethic and integrity and job satisfaction, accordingly the eighth research hypothesis was supported which stated that “ Work engagement mediates the positive relationship between ethics and integrity and job satisfaction”, and the value of B for job empowerment = .497 >.001 and P-value = .000, this indicated that there is positive relationship between job empowerment and job satisfaction, accordingly the ninth research hypothesis was supported which stated that “ Work engagement mediates the positive relationship between job empowerment and job satisfaction”.

IV. CONCLUSIONS

Employee engagement is a positive attitude towards the workplace and is the degree that an individual is bind to the organization. This research highlighted the significance of workplace challenge that inspires the individuals to be more engaged to their organization. Only small number of employees had participated in this research from private companies in Kurdistan, which limits the outcome of the study. The researcher used quantitative research method in order to measure the relationship between work engagement and job satisfaction, however only 108 respondents were participated in the current study. The researcher used multiple regression analysis to measure the

relationship among variables, in private companies, most of the employees depend and get excited more upon the workplace challenge, and it demonstrates a positive indication of the employees revealing the attachment and engagement of employees to the organization. According to multiple regression analysis, the researcher found that workplace challenge had the highest value among other work engagement elements = .671 and P-value = .000, which indicates that many private companies' employees are engaged to their job because of time management, Overwhelming workloads and communication.

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