

# A Study on Employee Engagement and its Effect on Job Satisfaction at Superior Drinks Pvt. Ltd

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**Abstract**—The importance of human capital as a leading force of the organizational success is undisputed in the modern-day competitive business environment. The current research paper examines the complex correlation between job satisfaction and employee engagement in the framework of Superior Drinks Pvt. Ltd. which is an FMCG firm located in Nagpur. The research will be because when engagement programs are put into practice, their effectiveness in promoting the long-term job satisfaction in the face of sector specific difficulties is to be empirically reviewed. By use of descriptive research design, case primary data was gathered through structured questionnaire using a stratified sample size of 60 employees who worked in different departments. The analysis practices statistical analysis in examining how the engagement drivers, which include leadership communication, recognition system, training programs and organizational culture influence employee satisfaction. The results demonstrate strong correlations and the gaps that can be put into action. The study will add to both the theoretical and the applied management of the field of engagement models and enhancing morale, productivity, and retention of the workforce in the rapidly changing FMCG sector.

**Index Terms**—Employee Engagement, Job Satisfaction, FMCG Sector, Human Resource Management, Organizational Performance, Superior Drinks Pvt. Ltd.

## I. INTRODUCTION

The contemporary business environment has also changed the organizational orientation to the intangible human resources. Employee engagement, which is an emotional and intellectual commitment to their work has become central to strategic HRM. At the same time, job satisfaction is a core component of workforce health, which determines performance and retention. The combination of engagement and

satisfaction is the foundation of organizational productivity.

This study is required in a critical environment such as Fast-Moving Consumer Goods (FMCG) sector whose environment is very high-pressure. They have repetitive work and challenging deadlines that may demoralize employees. Superior Drinks Pvt. Ltd. has executed several HR initiatives, however, there could be a gap between the policy and perceived effect, which should be explored. This paper critically assesses the impact of engagement on satisfaction, which provides scholarly and practical knowledge.

## II. LITERATURE REVIEW

Kahn (1990) was the first to engage and he meant by it, the bringing in of the entire self of the employee to his/her work. Further studies always associate high engagement with better business performance, such as profitability and reduced turnover. The Two-Factor Theory by Herzberg separates the hygienic factors which help to avoid dissatisfaction and motivators which help to produce real satisfaction and interest.

The interrelationship between engagement and satisfaction is properly established. Saks (2006) found out that engagement is an antecedent of satisfaction, mediated by both organizational support and quality of leadership. Transformational leadership builds trust and purpose, which increases both constructs. According to Schein, organizational culture is the basis to enable engagement to thrive. High attrition is one of the issues in the FMCG industry that requires specific engagement strategies based on recognition, development, and supportive leadership.

III. RESEARCH METHODOLOGY

Descriptive and correlational design was used. Stratified random sampling was used to collect primary data through 60 employees in different departments. Five engagement drivers, Leadership and Communication (LC), Recognition and Rewards (RR), Training and Development (TD), Organizational Culture (OC) and Work-Life Balance (WLB) and general, Job Satisfaction (JS) were measured using a structured questionnaire with Likert-scale items. The analysis of the data was based on Pearson and descriptive statistics.

Table 1: Respondent Profile (N=60)

Variable	Category	Percentage %
Gender	Male	63.3
	Female	36.7
Department	Production/Quality	41.7
	Marketing/Sales	30
	HR/Admin	28.3
Tenure	< 2 Years	25
	2 - 5 Years	50
	> 5 Years	25

IV. ANALYSIS AND FINDINGS

The quantitative data were analysed through the descriptive statistics and paired sample t-tests to compare the performance before and after the implementation.

4.1 Descriptive Analysis

Mean scores show the perceptions of the employees with the constructs (scale 1-5). Organizational Culture had the highest score (M=3.60), whereas Recognition and Rewards had the lowest score (M=2.95). In general, Job Satisfaction was average (M=3.40).

Table 2: Mean Scores of Constructs

Construct	Mean	SD
Leadership & Communication	3.45	0.89
Recognition & Rewards	2.95	1.02
Training & Development	3.10	0.95
Organizational Culture	3.60	0.82

Work-Life Balance	3.20	1.10
Job Satisfaction	3.40	0.78



Fig 1: Mean Scores of Constructs

4.2 Correlation Analysis

Job Satisfaction had a significant positive correlation with all the engagement drivers (p<0.01). The greatest correlation was Leadership & Communication (r=0.72) then the Organizational Culture (r=0.69) and Recognition and Rewards (r=0.65).

Table 3: Correlation with Job Satisfaction

Driver	Correlation Coefficient (r)
Leadership & Communication	0.72
Organizational Culture	0.69
Recognition & Rewards	0.65
Training & Development	0.58
Work-Life Balance	0.52

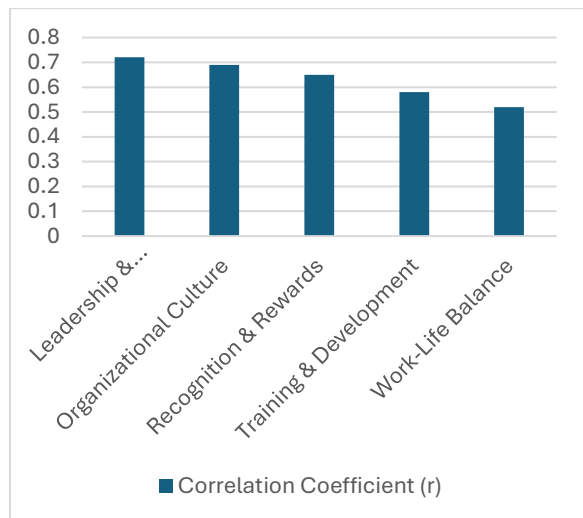


Fig 2: Correlation Coefficients with Job Satisfaction

#### 4.3 Challenge Analysis of the Sectors

Departmental data was cross tabulated with satisfaction scores, which showed that the mean satisfaction ( $M=3.25$ ) of employees in Production and Quality departments was lower than the mean satisfaction ( $M= 3.55$ ) of employees in Marketing and Sales and HR and Administration ( $M=3.50$ ). Qualitative information on open-ended comments referred to repetitive workload and reduced contact with clients as one of the factors, which is consistent with the established issues within the FMCG sector.

### V. DISCUSSION

The results strongly prove the main hypothesis that employee engagement is an important determinant of job satisfaction in Superior Drinks Pvt. Ltd. Leadership and Communication correlation is strong, which confirms the transformational leadership theory indicating that the most important aspect of the managerial performance is the ability to inspire and communicate. This has a big opportunity in the high correlation of Recognition and Rewards, although it scored low. It is a typical motivator according to Herzberg; its lack of it kills satisfaction, whereas its increase can result in a significant improvement.

The moderate correlations of Training and Development and Work-Life Balance show that they are significant but can be viewed as a base or hygienic factors in this situation. Training might be perceived by the employees as a given thing, yet its repositioning as a strategic tool of career development can reinforce this connection. The good rating and correlation of the Organizational Culture are promising and show that the current cultural framework is an asset that could be used to facilitate other initiatives.

The operational departments have slightly less satisfaction, which highlights the necessity of individual interventions. It might be necessary to use generic engagement programs; however, it is important to focus on the unique motivational drivers of production staff, which may include task-related variety, team-based rewards, and recognition of their role in producing a final product.

### VI. CONCLUSION

This research conclusively supports the assertion that employee engagement is a considerable predictor of

job satisfaction in Superior Drinks Pvt. Ltd. with Leadership, Culture and Recognition being the most effective predictors. It can be stated that, according to the obtained empirical findings, the following evidence-based recommendations can be offered:

1. Leadership Enhancement Program: Institute Work targeted training of managers on transformational leadership behaviours, and a module on effective and transparent communication. This is aimed at the highest driver ( $r=0.72$ ).
2. Refinanced Recognition Framework: Develop and adopt a multi-channel recognition framework. This ought to consist of peer-to-peer digital recognition awards, discretionary effort spot award programmes, and non-financial awards based on training opportunities and targets the low scoring yet high impact area.
3. Career Centric Development: Transition to personalized development plans. Develop explicit competency maps and career tracks on each position particularly in the production area to increase the perceived value of Training and Development.
4. Embrace Excellent Culture: Utilizing the excellent organizational culture as the launchpad to initiate new projects. Express the linkages between new recognition or development programs with the company core values of fairness and growth to increase the buy-in.
5. Department Specific Strategies: In case of Production/Quality teams, job rotation introduction, team performance bonuses, and frequent sessions during which the leadership reminds them of their importance in quality assurance.

Finally, with strategic investment in these specific areas based on data, Superior Drinks Pvt. Ltd. can successfully increase the employee engagement which will increase the job satisfaction, decrease the attrition and build a more resilient and productive employee base to create sustainable competitive advantage.

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