

A STUDY OF RELATIONSHIP BETWEEN EMPLOYEE ENGAGEMENT AND JOB SATISFACTION IN THE KARBALA HEALTH DIRECTORATE

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Abstract

Purpose: The study aims at identifying the relationship between employee engagement and job satisfaction in health institutions in Karbala city through a sample of health workers and administrators.

Methodology: To achieve this goal, the theoretical literature on the two variables was reviewed. In addition, 240 questionnaires were distributed in these institutions using a random selection method. Finally, SPSS was used to analyze in this study. The researchers relied statistically on a model which indicated the statistical equation against which the minimum sample size required to represent the community can be correctly determined ($N > 50 + 8 (P)$) (Natarajan, 2006: 42), and this means that the sample size should be greater than of the number of independent sub-variables in the value of the constant (8) plus even a fixed amount of (50) views.

Main Findings: The most significant consequences of the investigation are the enlistment techniques that guarantee the determination of the perfect individuals to work in occupations equivalent with their capabilities, and Ensuring the support of representatives in the structure of employment and dynamic procedure, just as interest in the improvement of clinical administrations.

Application of Study: Effective human resource management and optimal investment of skills and abilities that can lead to the growth and survival of Karbala's health organizations and institutions.

Novelty/Originality: This investigation attempts to investigate the most unmistakable news esteems on the front pages of Al Ghad and Al Rai papers just as recognize the contrasts between them regarding the sorts of the news, the sources, and the method of showing them.

Keywords: *Employee Engagement, Job Satisfaction, Health Institutions, Karbala.*

INTRODUCTION

Effective management of human resources and optimal investment of capabilities and skills can achieve the growth and survival of organizations. The health institutions in the city of Karbala operate in a complex environment characterized by a lack of funding and competition from organizations in the private sector.

The concept of employee engagement began to emerge in the mid-1990, and then became more important and widespread in the literature on organizational management. As we know today's business organizations operate in an environment of high competition and risk (Vinod, S., & Gladstone, Joy. 2018).

In addition, employee engagement refers to a set of situations in which employees feel proud and loyal to the workplace within the organization. It can be understood that employee engagement is a motivational variable towards achieving the goals of the organization. A good environment is concerned with empowering employees to provide the best in what contributes to achieving the goals of the organization (Macleod, D. & Clarke, N. 2012). According to (Baumruk, R., 2004), employee engagement can be defined in the context of the intellectual and emotional commitment to the organization or the amount of effort available.

From the point of view of human resources today, participation remains important considerations as a result of challenges in the economic climate, the need of organizations increasingly to determine restructuring and size, which results in organizations' interest in searching for new entry points to sustainability and increased participation. Organizations are fighting to attract and train their talents, so they need to do better to preserve them. As organizations seek to achieve the optimum balance between caring and improving levels of participation of workers and at the same time not losing their competitive position (Robert, Knight. 2011).

Under these circumstances, the organization's management must pay attention to its human resources and work hard to increase the level of job satisfaction in a manner that contributes to achieving the best investment in their capabilities and expertise. The engagement of workers can also contribute to achieving organizational success, and the ownership of workers committed to the direction of rules and regulations.

The engagement of workers needs to have effective communications systems with supervisors, work with them and motivate them towards better performance, on the other hand, ungagged workers are the reason for the weak services provided to clients, lack of commitment and weakness in overall performance (Abdulwahab, S. 2016).

While the concept of job satisfaction, there are a number of terms that are commonly used to express the psychological feelings that an individual feels. The direction of his work, there is moral gain and the psychological direction towards

work and this is also satisfaction with work or satisfaction Job, these terms differed in the details of their deliberations, but they generally refer to a group the emotional feelings that one feels about the job that he currently occupies, and these feelings may be negative or Positive, which is an expression of the extent to which the needs of workers are fulfilled, so whenever his feelings about this work are positive and thus achieving the greatest degree of satisfaction with his work. The degree of satisfaction with the job in this sense represents a continuous behavior that lies in the conscience of the individual, these feelings remain inherent in his psyche and may appear in his external behavior, and individuals also vary in the degree to which their psychological attitudes inherent in their external behavior are reflected in them. It can be said in general that the strength and degree of accumulation affect the degree of its reflection on the behavior of the individual and whenever the feelings of things from work were strong the more likely they were to appear on an individual's behavior, Or the worker tries to move to another department or increase his absence and delay ... etc. So the more you accumulate these Feelings that resent her for a long time, the greater the degree of dissatisfaction with the worker ([Ahmed, Saqr Ashour, 1984](#)).

The purpose of this article is first to identify through the theoretical framework on the concept of employee engagement and job satisfaction, secondly to identify the relationship between the two concepts and then choose a model to measure employee engagement and job satisfaction based on a set of dimensions to support the achievement of the objectives of the article.

LITERATURE REVIEW

The concept of employee engagement will continue as a challenge to organizations in the future ([Mishra, K., Boynton, L., & Mishra, A. 2014](#)). This challenge is one of the important elements that can be used by management to achieve sustainability, excellence, and growth ([Albercht, S. L., et.al, 2015](#); [Breevaart, K., 2013](#); [Farndale, E., & Murrer, I. 2015](#)).

All organizations today, realize that the physical and intellectual health must be taken into consideration when examining the organization's productivity in order to achieve success ([Monjamed, Z. et. al. 2004](#)). The workforce is one of the most important resources for any organization, and it plays a vital role in achieving the goals of the organization. In fact, organizations without taking into account the attitudes of the workers will not be able to achieve their goals, if the employees enjoy motivation, contentment and high inspiration that can contribute to developing talents and expertise to serve the purpose of the organization ([Bakhtiarnasrabadi, H. et. al. 2010](#)).

Job satisfaction is a set of feelings and beliefs that employees hold about their current jobs. Levels of job satisfaction among employees can be categorized on the basis of extreme satisfaction into extreme dissatisfaction, in addition to the workers owning attitudes about work holistically. Employees also have directions about many aspects of the job such as type of work, co-workers, supervisors, and payment systems ([George, J.M. & Jones, G.R. 2008](#)). Job satisfaction can also be known to what extent employees get rewards related to work, especially internal incentives ([Statt, D. 2004](#)).

Many researchers discussed and touched on the nature of the relationship between the variables, that employees who are satisfied with their jobs may not be enjoying engagement, but in return workers with engagement and belief in the values of the organization will certainly be satisfied with their jobs. Employee engagement includes independence, growth, influence, and communication, while job satisfaction is considered to be a transactional nature. Organizations can achieve super production and job satisfaction as well as interest in belonging to and loyalty to the organization by implementing the engagement ([Roheel, Jain, & Balu, L. 2018](#)). ([Lee, T. J. 2017](#)) showed that employee engagement positively correlates with the concept of motivation by interpreting the Herzberg theory in 1987, by examining the response to internal and external factors, in addition to this, many studies have indicated the importance of management in building a condition that stimulate trust, quality, and loyalty among individuals in a manner that contributes to achieving levels of high satisfaction and access to engagement ([Abraham, S. 2012](#)).

On the other hand, correlations have shown that job satisfaction and employee participation are of a positive nature, and this means that satisfaction is an important guide to achieving employee engagement. In fact, the same components have not been used by previous researchers to discuss the two variables and there is no one widely accepted model for both concepts ([Malhotra, S. 2017](#)). Hence the need for more studies that can lead to developing an understanding of the concept of job satisfaction and employee engagement, and how to use realistic and credible measures to arrive at accurate statistical results ([Buitendach, J. H., & Rothmann, S. 2009](#)). Based on a review of the theoretical literature on the concept of job satisfaction and employee engagement, the proposed hypothesis can be constructed:

H: Is there a correlation and impact on employee participation in achieving job satisfaction?

METHODOLOGY

The research sample consisted of a group of health institutions affiliated to the Directorate of Health in the city of Karbala, as they need to determine the best way to manage human resources in terms of labor relations and the development of the level of intellectual and emotional communication between workers to create a positive work environment.

Health institutions rely on government funding in the exercise of their activities and strive to provide the best services to customers through various administrative and medical specialties.

In order to obtain the data, a questionnaire was developed and tested its questions on the research sample of 224 workers in various functional departments and seek to adapt it to be appropriate With the nature of the work environment and accurately understood, in addition to the questionnaires were answered in full, as it amounted to 50% of employees in administrative departments and 50% of employees in medical departments. The selection of the people who filled the questionnaires was based on the random selection method. The researchers relied statistically on a model (Green 1991) which indicated the statistical equation against which the minimum sample size required to represent the community can be correctly determined ($N > 50 + 8 (P)$) (Natarajan, Shankar. 2006), and this means that the sample size should be greater than of the number of independent sub-variables in the value of the constant (8) plus even a fixed amount of (50) views.

The measurement model for employee engagement is adopted according to (Harter, J. K., et. al. 2006). While to measure job satisfaction according to (AbdulRaziq, & Raheela, Maulabakhsh. 2015).

Table 1: Measurement model

Variable	Item	Description
	G1	At work, my opinions seem to count
	G2	The mission or purpose of my company makes me feel my job is important
	G3	I have a best friend at work
	G4	In the last six months, someone at work has talked to me about my progress
	G5	This last year, I have had opportunities at work to learn and grow
Job satisfaction	S1	Satisfaction with physical working conditions
	S2	Satisfaction with current maintenance of the building
	S3	The hygiene maintenance in the Organization
	S4	The work activities compared to your skills and the opportunities for improving your competence level
	S5	Access to equipment necessary for performing your tasks

Source: (Harter, J. K., et.al. 2006). & (AbdulRaziq, & Raheela, Maulabakhsh. 2015)

RESULTS AND DISCUSSION

Table 2: Descriptive Statistics

Items	N	Mean		Std. Deviation	
		Statistic	Std. Error	Statistic	Statistic
At work, my opinions seem to count	224	3.3661	.06327	.94699	.897
The mission or purpose of my company makes me feel my job is important	224	3.7545	.06094	.91204	.832
I have a best friend at work	224	3.7679	.07749	1.15973	1.345
In the last six months, someone at work has talked to me about my progress	224	3.0893	.09430	1.41138	1.992
This last year, I have had opportunities at work to learn and grow	224	2.9866	.08238	1.23288	1.520
Satisfaction with physical working conditions	224	3.2679	.07775	1.16359	1.354
Satisfaction with current maintenance of the building	224	3.0134	.07865	1.17706	1.385
The hygiene maintenance in the Organization	224	3.1920	.07708	1.15356	1.331
The work activities compared to your skills and the opportunities for improving your competence level	224	3.5312	.07824	1.17099	1.371
Access to equipment necessary for performing your tasks	224	3.7589	.08115	1.21460	1.475
	224				

Source: SPSS 23, Author's creation

Table 3: Cronbach's Alpha values

Cronbach's Alpha	N. of Items
.775	10

Source: SPSS 23, Author's creation

In order to analyze the nature of the relationship between employee engagement and job satisfaction within the overall model of the study through the use (SPSS) statistical program to reaching the final results. Table 2 refers to the statistical results of mean, standard deviation, and variance.

The values of the mean of the variable the employee's engagement greater than (0.01) indicate the importance of this variable in the sample as well as its relationship to the other variable job satisfaction.

The item (G3) obtained the highest mean value (3.767), which means that employees have a best friend at work. In another hand, the mean of the job satisfaction variable was also greater than (0.01) and therefore indicates its importance to the sample, Item (S5) refers to the maximum value of the mean by (3.758), which means the access to the equipment necessary for performing your tasks. The standard error values were all less than (1%) and this indicates the accuracy of the test. In other words, the greater the stability of the test, the lower the standard error value.

In addition, the standard deviation values indicate the level of deviation in the answers from the mean, Item (G4) had the highest value for standard deviation (1.411), while the lowest value was for (G2) (.912). Table 3 refers to Cronbach's Alpha values, which indicates that the value is greater than (0.7), this means the existence of internal consistency between items. All the values of the mean are of high value, which indicates the great interest of the sample in the research variables. As for variance and standard deviation, all values were low, which indicates the consistency of the answers for the sample and a deep understanding of the questionnaire items, which means that there is agreement on the importance of employee engagement in achieving job satisfaction and its reflection on improving employee performance and reaching a positive work environment that stimulates creativity.

To examine the relationship between employee engagement and job satisfaction, the Pearson correlation coefficient test was used, the results of which are shown in Table 4.

Table 4: Correlations

		Employee engagement	Job satisfaction
employee engagement	Pearson Correlation	1	.447
	Sig. (2-tailed)		.001
	N	224	224
job satisfaction	Pearson Correlation	.447	1
	Sig. (2-tailed)	.001	
	N	224	224

The results of Table 4 showed that there is a positive and significant correlation between job commitment and job satisfaction (0.447). Accordingly, it was found that with increased job satisfaction, employees' job commitment also increases.

CONCLUSIONS

Health institutions have an understanding of the positive role of employee engagement in achieving job satisfaction and thus influencing the increase in performance to achieve competitive advantage by providing high-quality services to customers. Human resources are one of the most important assets owned by organizations, therefore play a crucial role in the success of organizations and this is reflected in the need to pay attention to the needs, achieving job satisfaction, and active participation of workers in supporting decision-making.

The most important results of the study are the recruitment strategies that ensure the selection of the right people to work in jobs commensurate with their qualifications, and Ensuring the participation of employees in the design of jobs and decision-making process, as well as participation in the development of medical services.

SUGGESTIONS

1. Strengthening the relationships between the manager and workers in the organization in order to achieve the engagement of workers in taking the decisions, thus increasing the level of job satisfaction, raising productivity, and raising morale.
2. Create the right climate and engage them in solving problems of concern for their suggestions and meeting their requirements their needs increase the level of job satisfaction and achieve the goals of the organization.
3. Establish training programs for employees of the organization in order to raise the level of job satisfaction.
4. The importance of engaging workers in making decisions related to administrative tasks, especially financial matters planning, administrative organization, building the seasonal plan for the institution, and implementing and evaluating its various aspects.
5. Providing managers with the results of theoretical and field studies that confirm the effectiveness and positive role of engagement in improving the morale of workers and increasing their motivation to work.
6. Create a new system of incentives for material and moral incentives and encourage employees to compete with Creativity in work and appreciation of their efforts, which helps to raise the morale of employees and improve the level of their job satisfaction.

LIMITATION AND STUDY FORWARD

The current study was conducted in some health institutions in the holy city of Karbala, and the questionnaire was used as a tool to collect data. The researcher has faced a set of difficulties when carrying out the study, including the need to clarify the questionnaire paragraphs for the sample, with the need for an effective way to communicate with these institutions and pay attention to answering the questionnaire. Another determinant is the need to reach decision-makers at the higher administrative levels in order to learn about the nature of the work, what are the indicators of employee satisfaction, and the contexts of employee engagement in the policy of those institutions. Future studies can be interested in studying these variables in industrial establishments to know the level of difference in results or expanding the sample size to include several geographical regions.

AUTHORS CONTRIBUTION

The research has been prepared and implemented cooperatively and jointly between the three researchers through the distribution of the nature of the work on three axes: The first researcher was interested in designing the integrative relationships between the research variables and the required hypotheses. As for the second researcher, he was interested in providing the appropriate resources to complete the theoretical side. As for the third researcher, he was interested in designing the questionnaire and interpreting the statistical results, while providing appropriate analysis and developing research proposals.

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