

A STUDY ON DRIVERS INFLUENCING EMPLOYEE ENGAGEMENT AND JOB SATISFACTION AT PRINTING AND PACKAGING INDUSTRY

Lilly Kumari B¹, Dr. Sudha S²

¹II MBA, Department of Management Studies, Vels Institute of Science, Technology and
Advanced Studies (VISTAS).

²Professor, Department of Management Studies, Vels Institute of Science, Technology and Advanced
Studies (VISTAS). orcid id: <https://orcid.org/0000-0002-5896-3999>

DOI: <https://www.doi.org/10.58257/IJPREMS53257>

ABSTRACT

Major concerns of the study are the employee engagement and work satisfaction in the printing and packaging industry. In the current competitive company landscape, with engaged and pleased workers, organisational performance, operational efficiency and productivity will all be improved. This research will examine some of the critical aspects that are important to understand regarding employee engagement and job satisfaction with regard to leadership style, work environment, career development and organisational support. This study has applied descriptive research approach in using both original and existing data. First hand data were gathered from a structured questionnaire completed by 100 workers and secondary data were obtained from scholarly articles, business records and published reports. Using SPSS software, a number of statistical methods were used to understand the data. These included descriptive statistics, percentage analysis, correlation, regression, analysis of variance and one sample t-test. The research results showed that employee engagement and work happiness are positively correlated. Strong leadership, positive work culture and career progression were proven to have a significant influence on engagement and happiness. The research found that employees felt more engaged and happier when they felt appreciated and assisted by their employer. It is found that improving employee engagement strategies leads to improved work satisfaction, which in turn leads to improved organisational outcomes. The outcome of this research can help human resources professionals enrich their insight of how to enhance the morale and retention levels in their workplaces.

Keywords: Employee Engagement, Job Satisfaction, Leadership Style, Work Environment, Career Development, Organizational Support.

1. INTRODUCTION

In the dynamic and competitive business landscape of today, where change is the only consistent thing, it's vital for organisations to have effective strategies in place to ensure their survival and success. One of the most effective strategies is high employee engagement; which directly contributes to improving the organisation's performance and competitiveness. In today's industrial, manufacturing world, employee engagement, and work happiness are more essential than ever to productivity, efficiency and long-term organisational success. Workers who are motivated, dedicated and invested are increasingly becoming important to organisations. By having staff who are enthusiastic about their work, they are more likely to help the company reach the goals set for the company and maintain the level of performance.

At the same time, having a pleasant work environment, high employee turnaround, and low absenteeism rates are all positively affected by employees' satisfaction with their job. Therefore, the objective of this study under the title of "A Study on Drivers Influencing Employee Engagement and Job Satisfaction of Printing and Packaging Industry" is to identify the factors that affect workers' dedication, enthusiasm and satisfaction in this sector.

The research examines some of the factors that are important for leadership, such as leadership style, working conditions, opportunities for professional development, and organizational support. Additionally, it uses suitable statistical methods to explore the connection between employee engagement and work happiness. SPSS techniques like correlation, regression and ANOVA have been employed to analyse data derived from the responses to standardised questionnaires provided to the workers. The study's findings can help management make informed decisions to enhance HR practices, promote employee well-being, and overall improve the performance of the organization.

2. REVIEW OF LITERATURE

Past studies in various industries have found that strong connection exists between workforce involvement and work

fulfillment. Numerous studies show that employees with positive attitudes toward their careers tend to be happier, more committed to their organization, and more effective. The impact of employee involvement on work satisfaction was investigated by Kaur et al. (2025) in cross-sectoral research.

In this study, job satisfaction and employee engagement were both measured by the level of emotional commitment of employees to and in their work. On the other hand, job satisfaction

was defined as degree of satisfaction with job responsibilities and work environment in general. This is quantitative research that was carried out by asking various questions that were pre-designed to get the required answers about the workers from various industries and workplaces. A notable and empirically validated, favourable association was identified between workforce involvement and job fulfilment. It continued that factors such as leadership that can help them, opportunities for promotion, recognition, and involvement in decision-making, are important to this relationship.

Companies that invest in employee engagement initiatives reap returns on investment in the shape of greater job satisfaction, decrease in turnover, and overall enhanced performance. This study's findings reinforce the need for employee engagement and satisfaction on the performance of the organisation. Data collection method: quantitative with a standardised questionnaire. Anukampa and Ranga (2021) conducted a study on five-star hotel employees of Haryana to examine the correlation among involvement and job fulfilment. The research found that employee engagement has a considerable effect on employee fulfilment, and was defined as the emotional commitment to, interest in, and involvement in the work. The results demonstrated that employee involvement has a significant impact on their satisfaction with work through empirical methods. The work possibilities, peer support, workplace flexibility and recognition and incentive systems were identified as having significant influence on employee happiness. There was a strong predictive relationship identified between the characteristics of employee engagement and job satisfaction, and 65.6% of the variance of job satisfaction could be accounted for by the employee engagement characteristics.

The study revealed that the level of employee engagement would make the workers in the hospitality sector happier. The employed in this investigation is numerical in nature and the data collection instrument applied is a standardised survey form with a Likert scale of 5 points, with regression as a technique. Methods that are used in this research are quantitative research with technique structured questionnaire, and Likert scale of 5 points, regression as technique. Chandrasekara and Sagara (2020) analysed the connection between inspirational leadership style and workforce fulfilment and productivity in the Sri Lankan Garment Industry.

A visionary leadership definition is a style of management that inspires and empowers employees in a organisation to develop. The quantitative research approach was used to collect data through structured questionnaires and analysed using regression methods in this study. The results show that the employees' satisfaction from their leaders is much higher when they practice transformational leadership. The results highlight the importance of good leadership techniques in raising industrial workers' happiness levels. The instruments used in this research are quantitative research design using a structured questionnaire with regression analysis.

3. RESEARCH GAP

Based on the literature review, there were several studies that focused on how employee engagement is related to employees' satisfaction at work in different industries such as healthcare, hospitality, and education, as well as manufacturing industries in general. Research into factors that affect employee happiness on the job and the success of businesses has involved investigating leadership styles, work environments, organisational support and employee engagement. Most of these studies have either been conducted in a global context or have targeted on general industrial contexts, instead of on particular Strategic Business Units (SBUs). There is a lack of empirical studies that investigates the factors affecting employee engagement and job satisfaction within the printing and packaging sector, especially in the context of large organizations in India. Furthermore, only a few studies have attempted to analyse employee engagement and job satisfaction together by identifying their common influencing factors at the organizational level.

- Key contributors the shape employee engagement in printing and packaging industry?
- Which elements contribute to the level of job satisfaction among employees?
- Does a notable association exist between workforce involvement and professional fulfilment?
- In what ways do leadership style and the work environment affect employee engagement and satisfaction?
- How does career development influence employees' attitudes and overall work behaviour?

Primary Objective

4. OBJECTIVES OF THE STUDY

To examine the drivers influencing employee engagement and job satisfaction at Printing & Packaging industry.

Secondary Objectives

- To assess the level of employee engagement among employees.
- To identify the role of descriptive statistics among age, gender, educational qualification, employment level and experience.
- To analyse the impact of leadership style on employee engagement and employee fulfilment.
- To examine the impact of the workplace setting factors on employee engagement.
- To analyse the role of career sustainability in enhancing employee engagement and job satisfaction.
- To examine the association between employee engagement and employee satisfaction in their job.

HYPOTHESIS OF THE STUDY

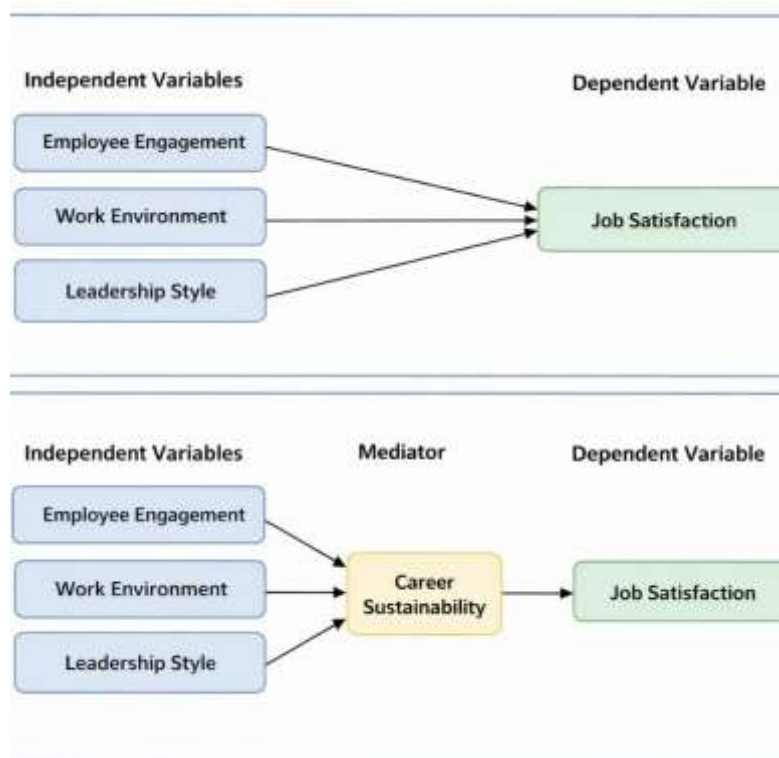
H1: There is a significant association between employee engagement and job satisfaction.

H2: Leadership style has a significant impact on employee engagement.

H3: Work environment significantly influences job satisfaction.

H4: Career development opportunities positively affect workforce involvement and professional fulfilment.

H0: There is no significant association between employee engagement and employee fulfilment.



SOURCE: Authors Own Model

5. RESEARCH METHODOLOGY

The descriptive research strategy was employed to gain insight into the attitude of workers to their participation at work and their overall satisfaction. One hundred workers filled out a standardised questionnaire that was used to gather data. Of the survey, questions included leadership style, work climate, career development, employee engagement and job satisfaction. The workforce perception were assessed through a five level rating scale ranging from totally agree to totally disagree. Convenience sampling was used because the respondents were easily accessible during the study. Both first hand and second hand data of information were used for this study. The primary source of information was staff surveys, and secondary sources were scholarly publications, news stories and internal corporate

reports. Data collected were analysed using the SPSS program. Analyses were performed using various statistical techniques such as percentage analysis, exploratory statistics, associational analysis, predictive modelling and one sample t-test. The reliability of variables was tested with Cronbach's alpha prior to regression analysis and tests of normality and multicollinearity were performed.

6. CONCEPTUAL FRAMEWORK

The larger percentage of respondents is in the middle age group of 31 to 40, from which it is inferred that they have some professional experience. Most respondents have a master's degree. The statistical research showed that a notable presence was found positive association between employee involvement and employee happiness at work. The regression results indicated that both variables are significantly related to leadership style and the work environment. The one sample t-test showed that the responses of the employees were statistically significant and the results of analysis of variance also indicate differences between the groups of the employees' demographics.

CORRELATION ANALYSIS

Table 1. Correlation

		Employee Engagement	Leadership Style	Work Environment	Career Sustainability	Job Satisfaction
Employee Engagement	Pearson Correlation	1	0.588	0.585	0.584	0.69
	Sig. (2-tailed)		0.000	0.000	0.000	0.000
	N	100	100	100	100	100
Leadership Style	Pearson Correlation	0.588	1	0.596	0.554	0.532
	Sig. (2-tailed)	.000		.000	.000	.000
	N	100	100	100	100	100
Work Environment	Pearson Correlation	0.585	0.596	1	0.558	0.638
	Sig. (2-tailed)	0.000	0.000		0.000	0.000
	N	100	100	100	100	100
Career Sustainability	Pearson Correlation	0.584	0.554	0.558	1	0.665
	Sig. (2-tailed)	0.000	0.000	0.000		0.000
	N	100	100	100	100	100
Job Satisfaction	Pearson Correlation	0.69	0.532	0.638	0.665	1
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

	N	100	100	100	100	100
--	---	-----	-----	-----	-----	-----

The associational analysis revealed that a substantial favourable association existed between employee involvement and work satisfaction ($r = 0.690$, $p < 0.01$). This indicates that when employees are engaged in what they do, they are happier about their job. The findings demonstrate that favourable associations exist between occupational contentment and career sustainability. The values of all significance levels are less than 0.01, which means that the correlation between variables is significant.

REGRESSION

Table 2. Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.752	.566	.547	1.610

a. Predictors: (Constant), Work Environment, Employment Level, Leadership Style, Employee Engagement

b. Dependent Variable: Job Satisfaction

Table 3. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	320.403	4	80.101	30.920	.000 ^b
	Residual	246.107	95	2.591		
	Total	566.510	99			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Work Environment, Employment Level, Leadership Style, Employee Engagement

Table 4. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.857	1.633		2.361	.020
	Employment Level	.148	.167	.064	.889	.376
	Employee Engagement	.369	.081	.431	4.547	.000
	Leadership Style	.074	.097	.069	.765	.446
	Work Environment	.350	.094	.339	3.739	.000

a. Dependent Variable: Job Satisfaction

Predictive analysis shows that work environment has a considerable positive effect on professional fulfilment ($\beta = 0.339$, $p < 0.01$). This indicates that a better work environment helps improve employee satisfaction levels within the organisation. On the other hand, leadership style does not show a significant impact on job satisfaction ($p > 0.05$). The findings suggest that employees' satisfaction is influenced more by the work environment than by leadership style in the present study.

The overall regression model is statistically significant, explaining about 56.6% of the variation in job fulfilment.

REGRESSION

Table 5. Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.788	.620	.600	1.512

a. Predictors: (Constant), Career Sustainability, Employment Level, Leadership Style, Work Environment, Employee Engagement

b. Dependent Variable: Job Satisfaction

Table 6. ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	351.504	5	70.301	30.735	.000
	Residual	215.006	94	2.287		
	Total	566.510	99			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Career Sustainability, Employment Level, Leadership Style, Work Environment, Employee Engagement

Table 7. Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.975	1.535		2.589	.011
	Employment Level	.126	.157	.054	.804	.423
	Employee Engagement	.290	.079	.338	3.659	.000
	Leadership Style	-.003	.093	-.003	-.036	.971
	Work Environment	.270	.090	.262	2.986	.004
	Career Sustainability	.245	.067	.314	3.687	.000

a. Dependent Variable: Job Satisfaction

The regression analysis with career sustainability as a mediating variable shows that career sustainability has a considerable positive influence on job satisfaction ($\beta = 0.314$, $p < 0.01$). Results indicate employees feel happier at work when they believe they can progress in their employment and grab opportunities when they present themselves.

In addition, the model was found to show the positive effect of employee involvement and the working atmosphere on job satisfaction. The increase in R^2 value (from 56.6% to 62%) indicates that career sustainability enhances the overall model and therefore contributes to the increase in engagement and happiness while on the job.

ANOVA

Table 8. ANOVA

Job Satisfaction

	Sum of Squares	df	Mean Square	F	Sig.
Between Groups	71.625	3	23.875	4.631	.005
Within Groups	494.885	96	5.155		

Total	566.510	99			
-------	---------	----	--	--	--

7. FINDINGS OF THE STUDY

- Most employees fall in the age range of 31-40, which means this is a company made primarily for the middle-aged, with a little experience to show for. Gender imbalance in employment, with a large proportion of males responding.
- Most of the employees are graduates, and all are on a permanent basis within the company. One sample t test indicates that the employees are highly engaged, meaning that they are enthusiastic about and invested in their work.
- A Cronbach's Alpha of 0.877 was generated by the reliability analysis, which confirms that the data obtained is reliable and consistent throughout the research. Correlation analysis has been used to discover a positive correlation among workforce participation and fulfilment.
- Favourable correlation between a pleasant work environment and high levels of employee satisfaction. In the model, it was found that the leadership support and employment level had little effect on job satisfaction, while the employee engagement and work environment had a significant effect.
- The regression model was enhanced and the total influence on work satisfaction was raised by include career sustainability as a mediating factor.
- Analysis of variance (ANOVA) shows that employment level is a significant demographic variable affecting work satisfaction, whereas the others (age, gender, education level, years of experience) are not.

PRACTICAL IMPLICATIONS

The study can help human resource managers make informed decisions on improving strategies for employee engagement. Organizations should concentrate on building supportive leadership practices, enhancing working circumstances, and giving career progression possibilities. Recognition initiatives, communication efforts and employee participation can lead to significant enhancement of engagement and happiness. The strategies yield better organizational performances, reduced turnover and higher productivity.

8. CONCLUSION

The study indicates that leadership style, work environment, career growth opportunities and support from the organization are primary factors affecting employee engagement and job satisfaction in the printing and packaging industry. The results show that staff are very engaged, their happiness, commitment and productivity is boosted. The study strong association among workforce participation and customer fulfilment, further reinforcing importance of promoting employee engagement and a positive work environment.

The study further shows that factors like age, education, role in the organization and work experience affect the attitudes of employees towards engagement and satisfaction. The results of the statistics proved that the data collected was credible and acceptable for analysis. Overall, the study reveals that companies should focus on creating effective HR policies, developing their employees, communicating effectively, and providing support in the workplace to foster engagement, job satisfaction, and long-term business success.

9. REFERENCES

- [1] **Adamu, A., et al. (2025).** Impact of employee engagement on organizational performance. Journal of Management Science and Entrepreneurship, 7(7).
- [2] **Ahakwa, et al. (2021).** The influence of employee engagement, work environment and job satisfaction on organizational commitment and performance of employees. SEISENSE Journal of Management, 4(3), 34–62.
- [3] **Ansong, et al. (2022).** Responsible leadership, job satisfaction and duty orientation: Lessons from the manufacturing sector in Ghana. European Business Review, 34(6), 921–935.
- [4] **Anukampa, & Ranga, P. (2021).** Impact of employee engagement factors on job satisfaction in employees working in five-star hotels in Haryana. Natural Volatiles & Essential Oils, 8(6), 4451–4463.
- [5] **Balkrishna, S., & Shukla, S. (2020).** Employee engagement and job satisfaction: A study of employees in private and public sector organizations. Journal of Emerging Technologies and Innovative Research, 7(5), 363–368.