



# Indian Journal of Community Psychology

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## Personal and Job Related Correlates of Employee Engagement at Work

Arti Bakhshi\* and Richa Gupta\*\*

*The purpose of the present empirical study was to explore personal and job related correlates of employee engagement at work. Using convenience sampling, data was collected from 109 employees (37 females and 72 males) in the age range of 33-51 years working in various banks of Jammu city. Work engagement, mental health, job satisfaction and work motivation were assessed using standardized questionnaires. For the statistical analysis of data, mean, standard deviation and correlation method were used. Pearson product moment  $r$  showed significant and positive correlation between mental health and employee engagement. There was a significant and positive correlation between job satisfaction and employee engagement at work. The results also indicated significant and positive correlation between work motivation and work engagement of the employees. The study concludes with a reciprocal relationship between employee engagement and its personal and job related correlates, thus suggesting a fundamental need to create a positive and balanced work environment. Furthermore, practical and theoretical implications for practicing managers are elaborated on. Enriching employee engagement can positively influence mental health among employees and vice versa. Dedicated, involved and vigorous employees are more motivated and satisfied with their responsibilities, thereby benefitting the organization as a whole. Managers seeking to raise job satisfaction and motivation of the employees while promoting their mental health thus need to attend to employee engagement at work.*

**Keywords:** Work Engagement, Mental Health, Job Satisfaction, Work Motivation

### INTRODUCTION

Employee engagement is a construct that falls within the purview of positive organizational behavior (Luthans, 2002), in that job engagement is a desirable motivational state to possess at work. In particular, attention is paid to human strengths, optimal functioning, and positive experiences at work. Rothbard (2001) emphasized that engagement represents a level of psychological presence in an activity. Engagement in its purest sense refers to the relationship people have with their working environment and the strength of their connection to it. As positive antithesis of burnout (Maslach, Schaufeli, & Leiter, 2001), work engagement is a 'positive, fulfilling, affective motivational state of work-related wellbeing that is characterized by vigor, dedication and

\*Professor and \*\*Senior Research Fellow, P.G. Department of Psychology, University of Jammu, Jammu, India