

Employee Engagement and Job Satisfaction in the Workplace: Evidence from TMV Energy Resources Private Limited, Tirunelveli

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ABSTRACT

This study examines employee engagement and job satisfaction among employees of TMV Energy Resources Private Limited, Tirunelveli. Primary data were collected from 50 employees through a structured questionnaire using a five-point Likert scale. Percentage analysis was used to summarize responses, while chi-square, Pearson correlation and simple linear regression were used to examine the relationship between engagement and job satisfaction. Overall, 76% of respondents reported being engaged or highly engaged, and 76% were satisfied or highly satisfied with their jobs. A positive work environment (78%), supportive supervisor relationships (76%) and satisfaction with training and development (74%) were also reported by most respondents. Engagement was significantly associated with job satisfaction, chi-square(4)=10.493, $p=.033$, and was strongly correlated with it, $r=.786$, $p<.001$. The regression model was statistically significant, $F(1,48)=58.484$, $p<.001$, with engagement accounting for 61.8% of the observed variance in job satisfaction. The results point to a generally positive employee experience while highlighting career development, compensation, recognition and appraisal as areas for continued attention.

Keywords: Employee engagement; job satisfaction; human resource management; energy sector; Tirunelveli

INTRODUCTION

Employees' commitment, motivation and satisfaction shape how effectively organizations meet their objectives. Engagement describes employees' psychological and emotional investment in their work, while job satisfaction reflects their evaluation of the work itself and its surrounding conditions. These ideas overlap, but are not interchangeable: employees may value aspects of their job while varying in their energy, involvement or commitment. In practice, engagement and satisfaction can be shaped by leadership, communication, recognition, training, career prospects, compensation, workplace relationships and work-life balance. Understanding how employees experience these factors can help human resource teams identify effective practices as well as areas requiring improvement. The supplied internship report identifies a research gap in evidence focused on medium-sized energy organizations in Tirunelveli. This article presents the report's findings for TMV Energy Resources Private Limited.

REVIEW OF LITERATURE

The literature reviewed in the source report treats engagement as a combination of vigor, dedication and absorption, and connects it with organizational support, leadership, recognition and job resources (Schaufeli & Bakker, 2019; Saks, 2016). Job satisfaction is commonly linked to employees' assessment of compensation, supervision, opportunities for growth and working conditions (Robbins & Judge, 2021). Earlier organizational research also associates engagement with outcomes such as productivity, customer satisfaction and employee retention (Harter, Schmidt, & Hayes, 2002).

Building on this work, the present study focuses on a single energy-sector organization. Its purpose is descriptive and organization-specific: to report employee perceptions and test the association between engagement and job satisfaction in the surveyed group.

Objectives Of the Study

The study aimed to assess employee engagement and job satisfaction at TMV Energy Resources Private Limited; examine workplace factors associated with these perceptions; and test the relationship between employee engagement and job satisfaction.

RESEARCH METHODOLOGY

Design and sample. A descriptive empirical design was used. The report states that primary data were collected from 50 employees during the internship period of 3 June to 3 July 2026. Convenience sampling was used, selecting available employees willing to participate. The findings therefore describe the respondents and should not be treated as representative of all employees or energy-sector organizations.

Instrument and analysis. Data were collected through a structured questionnaire with demographic questions and statements measured on a five-point Likert scale. The report used percentage analysis for response summaries, chi-square analysis for association, Pearson correlation for relationship strength and simple linear regression to estimate the predictive association of engagement with job satisfaction. Statistical significance was evaluated at the 0.05 level.

Data Analysis and Interpretation

Demographic Profile of Respondents

The study included 50 employees. The largest age group was 25-35 years (44%); 68% of respondents were male, 48% had undergraduate qualifications, and 40% had one to three years of experience.

Variable	Category	Respondents	Percentage
Age	Below 25 years	12	24%
	25-35 years	22	44%
	36-45 years	10	20%
	Above 45 years	6	12%
Gender	Male	34	68%
	Female	16	32%
Education	Diploma	8	16%
	Undergraduate	24	48%
	Postgraduate	16	32%
	Other	2	4%
Experience	Less than 1 year	15	30%
	1-3 years	20	40%
	3-5 years	9	18%
	Above 5 years	6	12%

Table 1. Demographic profile of respondents (n=50).

Overall Engagement and Job Satisfaction

Three quarters of respondents reported that they were engaged or highly engaged. A similar proportion reported being satisfied or highly satisfied with their jobs.

Measure	Response category	Respondents	Percentage
Overall engagement	Highly engaged	14	28%

	Engaged	24	48%
	Moderately engaged	7	14%
	Slightly engaged	3	6%
	Not engaged	2	4%
Job satisfaction	Highly satisfied	16	32%
	Satisfied	22	44%
	Neutral	7	14%
	Dissatisfied	3	6%
	Highly dissatisfied	2	4%

Table 2. Overall employee engagement and job satisfaction (n=50).

Workplace Factors

The report indicates positive responses on several workplace dimensions. The highest selected rating was willingness to recommend the organization (82%); career growth opportunities received a comparatively lower positive rating (62%).

Workplace statement	Agree / satisfied
Satisfied with work environment	78%
Positive relationship with immediate supervisor	76%
Satisfied with training and development	74%
Satisfied with career growth opportunities	62%
Satisfied with work-life balance	68%
Effective management-employee communication	74%
Teamwork and cooperation	78%
Satisfied with compensation and benefits	62%
Would recommend organization as a good place to work	82%

Table 3. Selected workplace responses as summarized in the source report.

Statistical Tests

Chi-Square Test: Employee Engagement and Job Satisfaction

H0: There is no significant association between employee engagement and job satisfaction. H1: There is a significant association between employee engagement and job satisfaction.

Employee engagement	Satisfied	Neutral	Dissatisfied	Total
High	14	3	1	18
Medium	10	7	3	20
Low	3	4	5	12
Total	27	14	9	50

Table 4. Engagement by job satisfaction: respondent counts.

Test	Value	df	Significance
Pearson chi-square	10.493	4	.033
Likelihood ratio	10.411	4	.034
Linear-by-linear association	9.346	1	.002
Valid cases	50		

Table 5. Chi-square test results.

Interpretation: The Pearson chi-square significance value (.033) is below .05. The null hypothesis is rejected, indicating a statistically significant association between engagement and job satisfaction in the respondent group.

Correlation Analysis

Variables	Pearson correlation	Significance	N
Employee engagement and job satisfaction	.786	<.001	50

Table 6. Pearson correlation between employee engagement and job satisfaction.

Interpretation: The coefficient indicates a strong positive relationship. Employees with higher engagement scores tended to report higher job satisfaction. The reported significance is below .05; the null hypothesis of no relationship is rejected.

Regression Analysis: Engagement as a Predictor of Job Satisfaction

Model statistic	Value
R	.786
R-squared	.618
Adjusted R-squared	.610
Standard error of estimate	1.180
F(1,48)	58.484
Model significance	<.001

Table 7. Regression model summary and ANOVA test.

Predictor	B	Std. error	Standardized beta	t	Significance
Constant	1.245	.382	-	3.259	.002
Employee engagement	.742	.097	.786	7.647	<.001

Table 8. Regression coefficients; dependent variable: job satisfaction.

Interpretation: The regression model is statistically significant. The R-squared value indicates that engagement accounts for 61.8% of the variation in job satisfaction scores in this sample. The estimated equation reported by the study is: Job Satisfaction = 1.245 + 0.742 x Employee Engagement. As the data are observational and drawn from one organization, this predictive association should not be interpreted as proof of causation.

DISCUSSION

The results present a generally positive picture of employee experience at the organization: more than three-quarters of respondents reported overall engagement and job satisfaction, and most rated the work environment and supervisor relationship positively. The statistically significant positive relationship between engagement and job satisfaction aligns with the broader literature reviewed in the report, which links supportive work experiences with stronger commitment and favorable employee attitudes.

The association should be interpreted in context. Engagement and satisfaction were measured through the same questionnaire at one point in time, and the sample was selected by convenience. The design cannot determine whether engagement raises satisfaction, satisfaction supports engagement, or other workplace conditions influence both. The findings nevertheless provide a useful internal snapshot for prioritizing employee experience initiatives.

Managerial Implications

Management can maintain the positive elements identified in the responses while strengthening areas with comparatively lower satisfaction. The source report recommends more visible recognition, structured career planning and mentoring, regular training, employee participation in decisions, transparent communication and periodic review of compensation and benefits. It also recommends clear performance appraisal criteria and recurring employee feedback surveys. These actions can be monitored over time to determine whether employees' reported engagement and satisfaction improve.

LIMITATIONS

The study is limited to 50 employees at one organization in Tirunelveli and uses convenience sampling, self-reported questionnaire responses and a short collection period. Results may reflect respondent perceptions and may not generalize beyond this setting. The article relies on the analyses provided in the internship report; respondent-level data were not available for independent reanalysis. Future studies could use a larger and more representative sample, repeat measurement over time, include qualitative interviews and examine additional factors such as leadership, recognition, workload and career opportunity.

CONCLUSION

Among the 50 employees surveyed at TMV Energy Resources Private Limited, reported engagement and job satisfaction were generally positive. The analysis found a significant association and a strong positive correlation between the two measures; the regression model also showed a significant predictive relationship within the sample. Career development, recognition, compensation and appraisal emerged as practical areas for continued attention. Regular measurement and targeted HR improvements can help the organization build on its positive workplace foundations.

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