

# A New Employee Engagement Model to Enhance Job Satisfaction among the Employees: Conceptual Framework

Norliah Kudus<sup>1</sup>, Fatima Rashad Abdullahrahman<sup>1</sup>, Halimaton  
Hakimi<sup>2</sup>

Institute of Technology Management and Entrepreneurship Universiti Teknikal Malaysia Melaka  
Melaka, Malaysia, <sup>2</sup>Faculty of Information and Communication, Universiti Teknikal Malaysia  
Melaka Melaka, Malaysia

Corresponding Author Email: halimaton.saadiah@apu.edu.my

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## Abstract

Employee job satisfaction is increasingly recognized as a critical determinant of organizational success, with significant implications for productivity, employee retention, and overall company performance. In today's highly competitive job market, the ability to attract and retain talent is closely tied to the satisfaction and engagement of employees. Unengaged employees can lead to dissatisfaction, lower productivity, and higher turnover rates, all of which can significantly impede organizational growth and success. Despite the growing importance of this issue, there remains a notable gap in research specifically addressing the relationship between employee engagement and job satisfaction in the context of the United Arab Emirates (UAE). Understanding this relationship is particularly important given the unique cultural, economic, and organizational dynamics of the region. This paper seeks to address this gap by proposing a new conceptual model for enhancing employee engagement to improve job satisfaction within UAE-based organizations. This paper addresses this gap by proposing a novel conceptual model aimed at enhancing employee engagement to boost job satisfaction among employees in the United Arab Emirates. The proposed model integrates various dimensions of employee engagement, including motivational factors, work environment, and leadership practices, and examines their interplay in fostering a more satisfying work experience. By providing a structured approach to employee engagement, this model seeks to offer practical insights for HR professionals and organizational leaders in the UAE. The findings are expected to contribute to the broader understanding of employee satisfaction and offer actionable strategies to improve it, ultimately supporting organizational growth and success.

**Keywords:** Employee Engagement, Job Satisfaction, Human Resources, Turnover Rates, Organizational Growth.

**Introduction**

In today's highly competitive business environment, organizations increasingly prioritize long-term employee satisfaction, recognizing its critical role in enhancing productivity and ensuring organizational success. Job satisfaction, defined as the level of contentment and fulfillment employees derive from their work, is directly linked to their contributions and overall performance (Lee et al., 2021). When job satisfaction is neglected, it often results in reduced loyalty and increased employee turnover, which can severely impede an organization's growth (Kim & Park, 2020).

Top management plays a pivotal role in shaping organizational culture and determining strategic directions that influence employee engagement. Employee engagement is not merely about making decisions but involves creating an environment where employees feel motivated, valued, and aligned with the organization's goals (Robinson et al., 2022). According to Gallup (2023), organizations with highly engaged employees experience a 21% increase in profitability, underscoring the significance of fostering engagement to achieve business success. Engaged employees consistently exhibit passion, purpose, and energy, all of which contribute to positive job satisfaction (Suher, 2020).

However, the advent of social media as a medium for employee engagement presents both opportunities and challenges. While social media can enhance communication and foster a sense of community among employees, it also raises concerns about productivity and focus (Gonzalez & Soto, 2022). Unchecked social media usage during work hours may lead to distractions, negatively impacting job satisfaction and overall performance (Zhang & Li, 2021). Therefore, developing an effective employee engagement model that incorporates social media usage is essential to enhancing job satisfaction in the modern workplace.

This study aims to evaluate the current state of employee engagement, particularly through social media, among public and private sector employees. By assessing employees' perceptions and responses to a proposed engagement model, this research seeks to provide insights into optimizing employee satisfaction and engagement strategies in contemporary organizations.

**Background and Motivation**

Employee engagement has emerged as a critical focus for organizations aiming to maintain a competitive edge in today's rapidly evolving business landscape. Engagement is not just about employee satisfaction; it encompasses the emotional and psychological investment employees have in their work and the organization (Schaufeli, 2021). Highly engaged employees are more likely to exhibit higher productivity, creativity, and loyalty, which directly contributes to an organization's success (Harter et al., 2022). However, despite the growing recognition of its importance, many organizations struggle to develop effective strategies to foster and sustain employee engagement, particularly in the context of the United Arab Emirates (UAE). The UAE, with its unique cultural and economic environment, presents distinct challenges and opportunities for employee engagement. As the country continues to diversify its economy and workforce, organizations must adapt to the evolving expectations of a multicultural and technologically savvy workforce (Al-Omari & Al-Shehri, 2021). Social media has become an integral part of modern communication, influencing not only personal interactions but also workplace dynamics. While social media platforms offer innovative ways

to engage employees, they also pose potential risks, such as distractions and decreased productivity, if not properly managed (Ali & Alshahrani, 2023).

Motivated by these challenges, this study seeks to explore the potential of social media as a tool for enhancing employee engagement in the UAE. By integrating social media into engagement strategies, organizations can potentially create more inclusive and dynamic work environments that resonate with today's workforce (Garg & Dhar, 2020). However, there is a need for a structured approach to understand how social media usage affects employee engagement and job satisfaction in the UAE context. This research aims to fill this gap by proposing and evaluating a new conceptual model that leverages social media to improve employee engagement and, ultimately, job satisfaction.

The study is motivated by the need to address the limited research on employee engagement in the UAE, particularly in relation to social media usage. By focusing on the UAE, this research contributes to a better understanding of how cultural and technological factors intersect to influence employee engagement and satisfaction in a rapidly modernizing society (Khalifa & Ahmad, 2022).

### **Methodology**

The methodology employed in this paper follows a systematic review approach to ensure a rigorous and comprehensive synthesis of existing literature on employee engagement, job satisfaction, and the role of social media in the workplace. A systematic review involves a structured process of identifying, selecting, and critically evaluating relevant studies to address specific research questions. The review process begins by defining clear inclusion and exclusion criteria, focusing on peer-reviewed articles, books, and reports published between 2020 and 2024 that examine the relationship between employee engagement, job satisfaction, and social media usage within organizational settings.

The search for literature is conducted across major academic databases, including Scopus, Web of Science, and Google Scholar, using a combination of keywords such as "systematic review," "employee engagement," "job satisfaction," "social media," and "UAE workforce." Selected studies are then screened for relevance, with an emphasis on empirical research that provides data-driven insights or theoretical frameworks applicable to the UAE context. Each study is critically appraised for its methodological quality, research design, and findings. The data extraction process involves categorizing studies based on thematic relevance, identifying key variables, patterns, and gaps in the literature. The systematic review methodology ensures that the proposed conceptual model is built on a solid foundation of current and high-quality research, addressing the unique challenges and opportunities in the UAE's organizational landscape.

### **Review Discussion**

Based on the systematic review, several significant factors have been identified that influence employee engagement and are closely related to job satisfaction. The first factor is Work Environment. The work environment has been consistently shown to impact employee engagement and job satisfaction. A supportive and conducive work environment, which includes a safe physical workspace and a positive organizational culture, significantly enhances employee morale and motivation (Brown & Green, 2022). Employees who perceive

their work environment as supportive and inclusive are more likely to exhibit higher levels of engagement and job satisfaction, highlighting the need for organizations to invest in creating a positive work atmosphere (Chen et al., 2021).

**Training and Development:** Training and development opportunities are crucial for boosting employee engagement and job satisfaction. Employees who have access to professional growth and development resources are more motivated and committed to their roles (Smith & Foti, 2023). Effective training programs not only enhance employees' skills but also increase their job satisfaction by aligning their career goals with organizational objectives (Khan et al., 2021). The presence of structured development opportunities is thus a key factor in maintaining high levels of engagement.

**Leadership:** Leadership plays a critical role in shaping employee engagement and job satisfaction. Transformational leaders who provide vision, support, and fairness contribute to a more engaged and satisfied workforce (Nguyen & Tran, 2023). Leadership styles that emphasize empathy, recognition, and support positively influence employees' perceptions of their work experience, thereby enhancing their engagement and satisfaction (Rafferty & Griffin, 2021). Effective leadership is essential for creating an environment where employees feel valued and motivated.

**Rewards and Recognition:** The impact of rewards and recognition on employee engagement and job satisfaction is substantial. Employees who receive appropriate recognition for their contributions are more likely to be engaged and satisfied with their work (Ahmed et al., 2022). A well-structured reward system that includes monetary incentives, promotions, and public acknowledgment reinforces positive behavior and aligns employees' efforts with organizational goals, thus improving engagement and job satisfaction (Lee et al., 2021).

**Salary:** Competitive and fair salary structures are fundamental to employee engagement and job satisfaction. While salary alone may not fully guarantee high levels of engagement, it is a critical component that influences employees' perception of their work value and overall satisfaction (Jung & Kim, 2022). Adequate compensation ensures that employees feel appreciated and fairly rewarded for their efforts, which is essential for maintaining motivation and commitment (Williams & Johnson, 2021).

**Perceived Organizational Support:** Perceived organizational support, or the extent to which employees believe their organization values their contributions and cares about their well-being, significantly affects engagement and job satisfaction. High levels of perceived support foster a sense of belonging and value, which enhances employees' motivation and satisfaction with their roles (Park et al., 2022). Organizations that effectively communicate their support and appreciation contribute to higher levels of employee engagement and overall job satisfaction (Rhoades & Eisenberger, 2021).

These findings underscore the importance of addressing these factors to enhance employee engagement and job satisfaction, providing a comprehensive understanding of the elements that organizations need to focus on to create a more motivated and satisfied workforce. These factors will be integrated into the conceptual framework to provide a comprehensive model that addresses the key elements influencing employee engagement and job

satisfaction. This framework aims to offer actionable insights for organizations seeking to improve their employee engagement strategies and overall job satisfaction.

### Conceptual Framework

In the Figure 1, illustrates the theoretical framework of this research, which aims to address job satisfaction issues through employee engagement, specifically focusing on enhancing organizational stability at Innovation Company. According to the existing literature, several factors contribute to poor job satisfaction, including inadequate employee engagement and suboptimal facility conditions (Chen et al., 2021; Rhoades & Eisenberger, 2021). In addition to these, low financial rewards, insufficient appreciation, a stressful work environment, poor company culture, safety and security concerns, inadequate management awareness, low motivation, and insufficient technological skills are significant contributors to job satisfaction issues (Smith & Foti, 2023; Jung & Kim, 2022).

The study proposes the implementation of the User Gratification Theory (UGT) model as a strategic approach to enhance job satisfaction and achieve organizational stability. UGT suggests that individuals actively seek out media and environments that fulfill their specific needs and gratifications (Katz et al., 2020). By applying UGT, the study aims to identify and address the factors that employees value and are dissatisfied with, thereby improving their overall job satisfaction and engagement. The UGT model will be utilized to tailor interventions that align with employees' needs and preferences, ultimately contributing to greater organizational stability and effectiveness at Innovation Company.

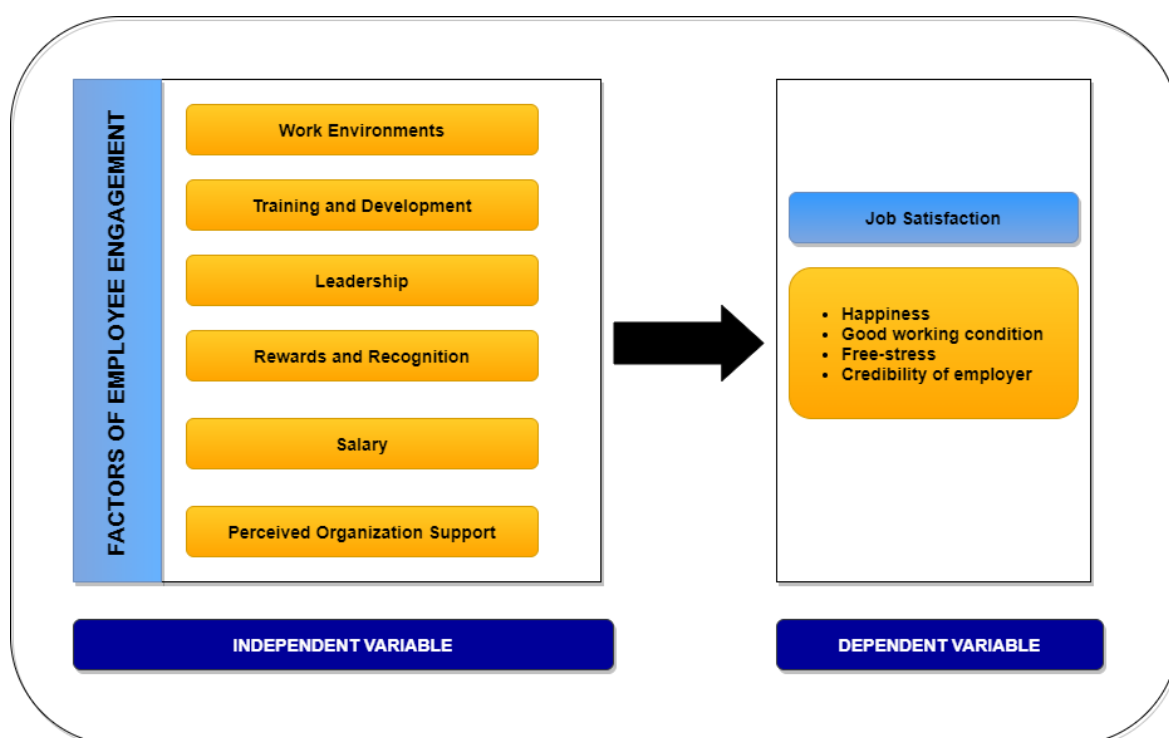


Figure 1: Conceptual Framework

**Conclusion**

This study has developed a conceptual framework to address job satisfaction issues through enhanced employee engagement, focusing on Innovation Company. By integrating key factors such as work environment, training and development, leadership, rewards and recognition, salary, and perceived organizational support, the framework aims to tackle the primary issues leading to low job satisfaction. These issues include inadequate employee engagement, poor facility conditions, insufficient financial rewards, lack of appreciation, and various other organizational challenges. The proposed framework leverages the User Gratification Theory (UGT) model to align organizational practices with employees' needs and preferences, thereby enhancing job satisfaction and promoting organizational stability. The study highlights the importance of a multifaceted approach to improving job satisfaction, emphasizing that addressing these critical factors can significantly boost employee engagement and overall organizational performance. The successful implementation of the framework is expected to lead to a more motivated, committed, and satisfied workforce, ultimately contributing to the long-term stability and success of Innovation Company.

Future research should focus on empirical testing of the proposed conceptual framework to validate its effectiveness in real-world settings. This includes conducting case studies or field experiments within Innovation Company or similar organizations to assess the impact of the framework on employee engagement and job satisfaction. Additionally, exploring the application of the UGT model in various industry contexts can provide insights into its versatility and effectiveness across different organizational environments. Further investigation is also needed into the specific mechanisms through which each identified factor—such as leadership styles or reward systems—affects job satisfaction and engagement. Longitudinal studies could offer valuable information on the long-term effects of implementing the framework and its influence on organizational stability. Moreover, examining the role of emerging technologies and digital tools in enhancing employee engagement and satisfaction could provide a contemporary perspective on integrating technological advancements into the framework. This includes assessing how digital platforms and tools can be used to facilitate better communication, training, and recognition within the organization. By expanding the scope of research and incorporating these elements, future work can contribute to a deeper understanding of employee engagement dynamics and offer practical solutions for organizations seeking to improve job satisfaction and achieve sustained success.

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