

‘Bliss + Tranquility = Associate Engagement @ work place’

-An Empirical Study

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Abstract

“Work without joy is drudgery. Drudgery does not produce champions, nor does it produce great organizations”-John Wooden. In the current global work environment, most companies focus on lowering and retaining the talent and knowledge held by their workforce. New hiring not only entails a high cost but also increases the risk of the newcomer not being able to replace the person who was working in that position before. HR departments also strive to offer benefits that will appeal to workers, thus reducing the risk of losing knowledge

Associate Engagement is a property of the relationship between an organization and its employees. An "engaged employee" is one who is fully absorbed by and enthusiastic about their work and so takes positive action to further the organizations reputation and interests. An organization with 'high' Associate Engagement might therefore be expected to outperform those with 'low' Associate Engagement. Associate Engagement is generally accepted as the means of increasing overall output per employee or in other words “employee productivity”. Associate Engagement describes the level to which an employee is involved in and is enthusiastic about his or her work. Associate Engagement speaks to creating an enabling environment where employees are self-driven to accomplish organizational goals.

The present study focus on analyzing the factors influencing Associate Engagement i.e.in terms of Bliss & Tranquility towards employee satisfaction in the organisational perspective.

Key words: Associate Engagement, Employee Productivity, Employee Satisfaction

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INTRODUCTION



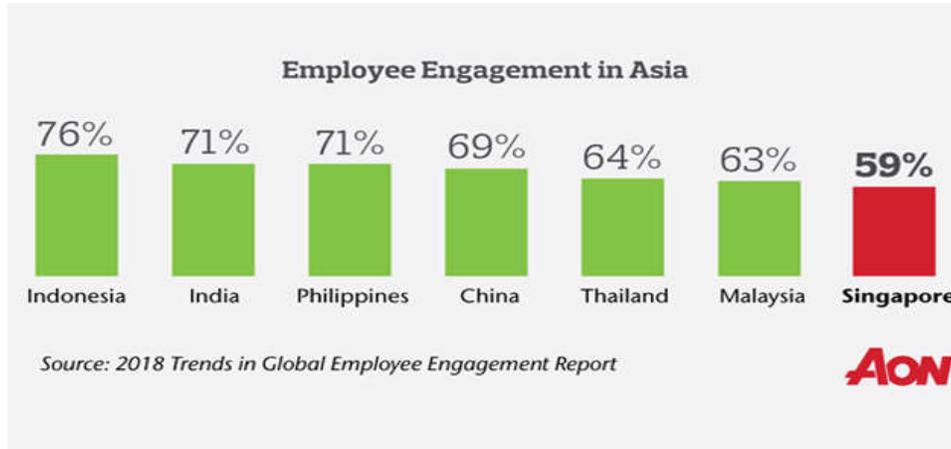
Associate Engagement is surely of help to HR Managers and new HR professionals and effectively implement it in the current scenarios of high competitive environment and there is always a dearth of high skilled, efficient and loyal employees. Also, there is inter-dependence amongst Associate Engagement, commitment, and motivation and employee satisfaction. An engaged employee will be committed to the organizational needs, will be motivated and satisfied too. The happy employee will work as a Brand Ambassador for your Organization and will bring in more profitability, higher productivity, and high morale and not to forget satisfaction.

Associate engagement can be defined in different ways. An engaged employee is one who produces results, does not change job frequently and more importantly is the ambassador of the company at all times (Akanksha Mall). An employee could also be found to be experiencing three different levels of engagement. He could be engaged, not engaged or disengaged. Engaged employees are those who work with passion towards the organization's goals (Mita Mehta). An employee who is not engaged is one who is seen to be participating but not with passion and energy towards the organization's common goal (Vashwee Khokhar). Disengaged employees are those who are unhappy at their work and act out of their unhappiness (Arti Chandani).

NEED FOR THE STUDY

Associate Engagement refers to cooperation between its employees and organization where everyone works together to achieve goals of organization and of the employees as well. It is a tool which determines the association of employee with organization. The engaged employees are more focused to company's profit rather than their own personal goals. They always spread positive vibes or messages and always try to make the working environment more congenial. These employees show a great degree of organizational citizenship. The outcome of these factors is always positive besides these factors help in bringing a transparent culture in the organization.

According to the global report of employee engagement India stands at 2nd place



In the world of engagement only 29% are engaged 52% are disengaged and 19% are actively disengaged.



RESEARCH OBJECTIVE:

The study examines the impact of factors affecting employee satisfaction with reference to selected organisation.



RESEARCH METHODOLOGY

Keeping the objectives of the study in view and towards the accomplishment of the objective of the study, a study of Human Resource Department is undertaken and the research started with surveys, data collection through the primary and secondary sources.

Primary data:

It is original in nature and is specific to a research problem under study. Primary data is data that is collected by a researcher from first-hand sources, using methods like surveys, interviews, or experiments. It is collected with the research project in mind, directly from primary sources. The term is used in contrast with the term secondary data.

Secondary Source:

The secondary data consist of information that already exists and which has been collected by some persons, at some other time for the purpose. The secondary data is mostly collected from books, Journals, reports, internet Sources.

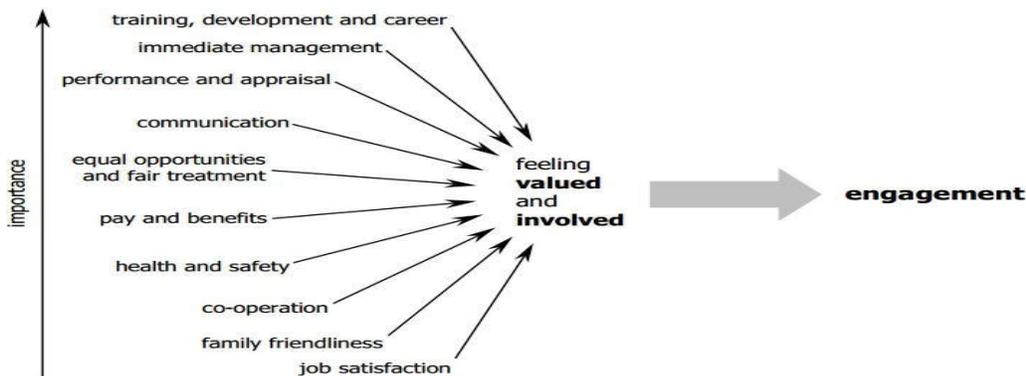
Associate Engagement

Associate Engagement is generally accepted as the means of increasing overall output per employee or in other words “employee productivity”. Associate Engagement describes the level to which an employee is involved in and is enthusiastic about his or her work. Associate Engagement speaks to creating an enabling environment where employees are self-driven to accomplish organizational goals. Employees that are engaged are not only proud to work for and to be associated with their employer, they are also highly committed to the organization and its values and they exhibit a willingness to help their colleagues for the good of the organization (organizational citizenship). A positive attitude held by the employee towards the organization and its values. An engaged employee works with colleagues to improve performance within the job for the benefit of the organization. The organization must work to develop and nurture engagement, which requires a two-way relationship between employer and employee. Associate Engagement is latest trend in organizations specially if we take an example of call centers and BPOs the term is mostly used for keeping employee engaged with some or the other activities be it fun at work, quiz, fun trips, theme Fridays and similar such activities.

FACTORS FOR ASSOCIATE ENGAGEMENT:



Measuring the Impact of Associate Engagement



CATEGORIES OF ASSOCIATE ENGAGEMENT

Engaged

"Engaged" employees are builders. They want to know the desired expectations for their role so that they can meet and exceed them. They are naturally curious about their company and their place in it. They perform at consistently high levels. They want to use their talents and strengths at work every day. They work with passion and they drive innovation and move their organization forward.

- Work with passion
- Feel connected to work, employer
- Drive innovation

Not Engaged

“Not-engaged” employees tend to concentrate on tasks rather than the goals and outcomes they are expected to accomplish. They want to be told what to do just so they can do it and say they have finished. They focus on accomplishing tasks vs. achieving and outcome. Employees who are not-engaged tend to feel their contributions are being overlooked, and their potential is not being tapped. They often feel this way because they don't have productive relationships with their managers or with their coworkers.

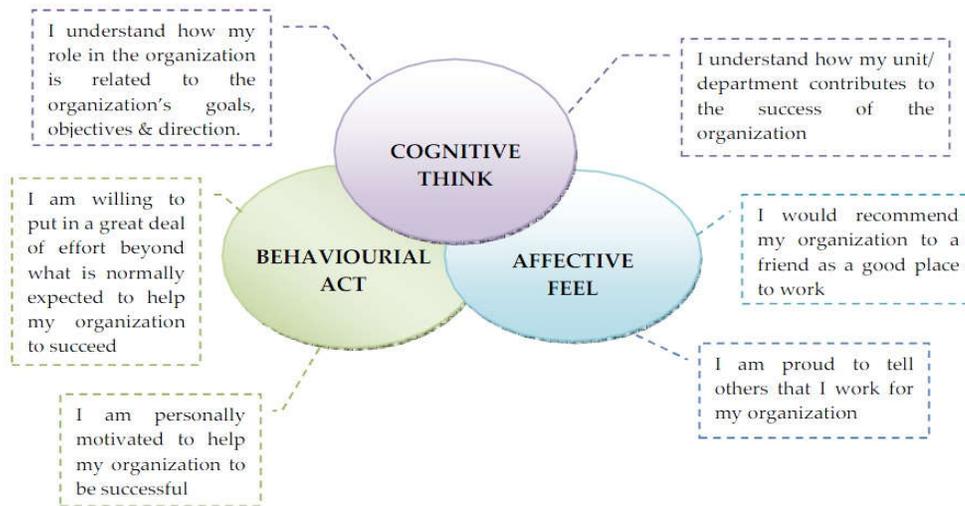
- Checked out or retired on the job
- Putting in their time, not their energy

Actively Disengaged

The "Actively Disengaged" employees are the "cave dwellers." They are "Consistently against Virtually Everything." They're not just unhappy at work; they're busy acting out their unhappiness. They sow seeds of negativity at every opportunity. Every day, actively disengaged workers undermine what their engaged coworkers accomplish. As workers increasingly rely on each other to generate products and services, the problems and tensions that are fostered by actively disengaged workers can cause great damage to an organization's functioning.

WHAT DOES AN ENGAGED EMPLOYEE THINK, FEEL & DO?

Various researches have been conducted in the past and all of them have one thing in common that if an organization wants to sustain in the long run then it is really essential for it to have an engaged workforce. Employees feel engaged when they find personal meaning and motivation in their work, receive positive interpersonal support, and operate in an efficient work environment. All efforts are made on maximizing employee output and making the most of organizational resources. An engaged workforce takes an organization to great heights.



Review of Literature

Guy Millar (2012) the paper describes what is missing in the employee contract – accountability on both sides. It explains what accountability means, why it is critical and how to start creating this in your organization. **Ivan T. Robertson, Alex Jansen Birch, Cary L. Cooper (2012)** the article aims to test the hypothesis that employee productivity levels will be better predicted by a combination of positive job and work attitudes (Associate Engagement) and psychological well-being than by positive job and work attitudes alone. **Alan M. Saks (2006):**

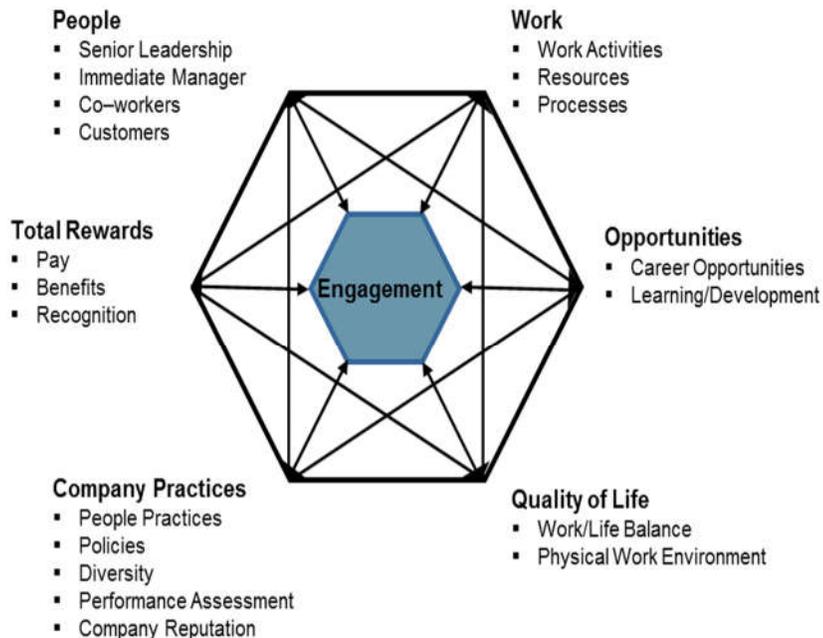
Associate Engagement has become a hot topic in recent years among consulting firms and in the popular business press. However, Associate Engagement has rarely been studied in the academic literature and relatively little is known about its antecedents and Consequences. The purpose of this study was to test a model of the antecedents and consequences of job and organization engagements based on social exchange theory.

V. Rama Devi (2009): The paper advances the view that finding and retaining talent are critical elements of an organization's ability to improve profitability, manage costs, grow by acquisition, innovate, develop new products and services, and discover new markets. Corporate cultures characterized by teamwork, pleasant working conditions, considerate treatment of employees, growth opportunities, flexible working practices, and good leadership and management practices foster Associate Engagement.

Ivan T. Robertson, Cary L. Cooper(2010)Most current perspectives on Associate Engagement include little of direct relevance to well-being and reflect a narrow, commitment-

based view of engagement. This view focuses too heavily on benefits to organizations. A broader conception of engagement (referred to as “full engagement”), which includes employee well-being, is a better basis for building sustainable benefits for individuals and organizations.

Susan (2012) In today's competitive environment, one way to retain people is to have fully engaged employees. **Vashwee Khokhar (2016)** The findings of this study will be useful to any organisation, irrespective of the type of business, to construct strong Associate Engagement policy with mix of all these factors of Associate Engagement. Managers can redesign the work and policy on the basis of the factors presented in this paper would lead to happy workforce. This article will be of value to anyone seeking better understanding in Associate Engagement to improve organisation performance. Applications/Improvements: Study results have scope of future reference where by implementing various engagement factors and there by reduction in employee turnover and improved productivity.



ONE WAY ANOVA for testing the impact of Associate Engagement towards employee satisfaction.

H0: There is no significant impact of Associate Engagement towards employee satisfaction.

H1: There is significant impact of Associate Engagement towards employee satisfaction.

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.949	.949	15

ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
goal alignment	Between Groups	6.395	2	3.197	21.505	.000
	Within Groups	6.542	44	.149		
	Total	12.936	46			
employee feedback	Between Groups	6.578	2	3.289	24.751	.000
	Within Groups	5.847	44	.133		
	Total	12.426	46			
role clarity	Between Groups	.662	2	.331	1.491	.236
	Within Groups	9.764	44	.222		
	Total	10.426	46			
employee referrals	Between Groups	.706	2	.353	.711	.497
	Within Groups	21.847	44	.497		
	Total	22.553	46			
career growth	Between Groups	4.304	2	2.152	10.554	.000
	Within Groups	8.972	44	.204		
	Total	13.277	46			
Transparency	Between Groups	4.522	2	2.261	4.688	.014
	Within Groups	21.222	44	.482		
	Total	25.745	46			
organisational values	Between Groups	3.449	2	1.724	5.945	.005
	Within Groups	12.764	44	.290		
	Total	16.213	46			
recreational activities	Between Groups	3.863	2	1.931	7.363	.002
	Within Groups	11.542	44	.262		
	Total	15.404	46			
employee potential	Between Groups	3.770	2	1.885	9.047	.001
	Within Groups	9.167	44	.208		
	Total	12.936	46			
Promotions	Between Groups	5.342	2	2.671	8.539	.001

	Within Groups	13.764	44	.313		
	Total	19.106	46			
	Between Groups	6.238	2	3.119	10.422	.000
team work	Within Groups	13.167	44	.299		
	Total	19.404	46			
	Between Groups	3.756	2	1.878	7.390	.002
employee awareness	Within Groups	11.181	44	.254		
	Total	14.936	46			
	Between Groups	9.039	2	4.520	14.716	.000
career path	Within Groups	13.514	44	.307		
	Total	22.553	46			
	Between Groups	6.238	2	3.119	12.289	.000
fair practices	Within Groups	11.167	44	.254		
	Total	17.404	46			

INTERPRETATION:

From the above ANOVA table, it shows about goal alignment, employee feedback, role clarity, employee referrals, career growth, transparency, organizational values, recreational activities, employee potential, promotions, teamwork, employee awareness, and career path has significant impact on employee satisfaction.

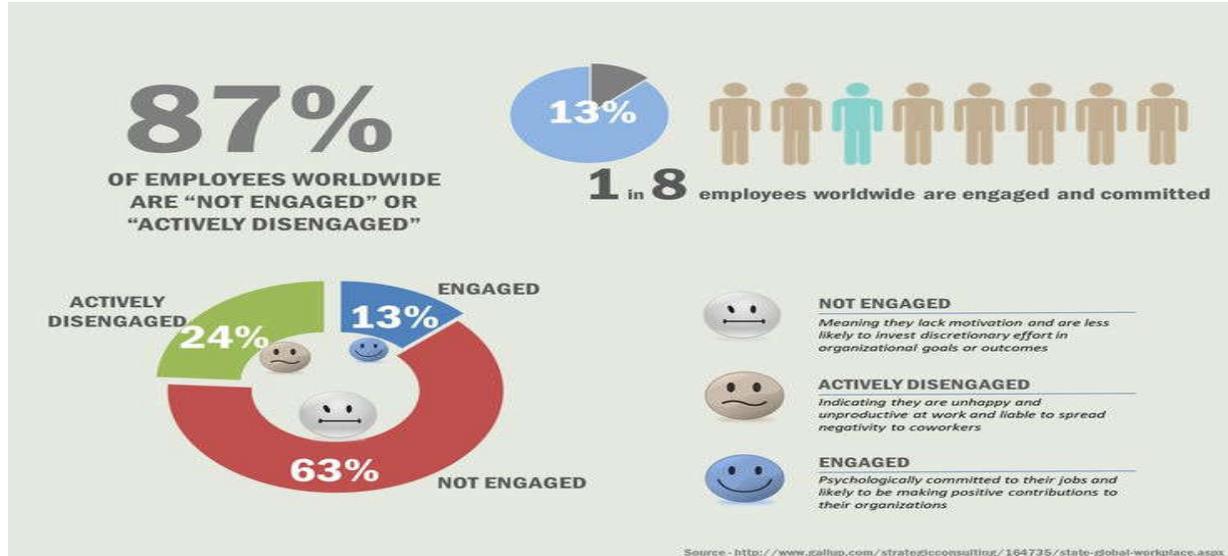
FINDINGS:

Few employees feel that their ideas and opinions of members in a team are not always heard and saying that they face domination in team atmosphere. Many of the employees feel that adequate growth plans (promotions) for all the employees are in place and that linking pay to performance can really motivate and boost employee's morale.

Its analyzed employees say that they are satisfied with the compensation package including salary, allowances, bonus, incentives and also benefits such as insurance, pension etc. which is good and comparable with other industries. A very large number of employees say that they are satisfied because they are treated with respect, provides regular employee recognition, empower

employees, offer above industry-average benefits and compensation, provide employee perks and a have positive management , to the same.

It is really very painful and ridiculous to state that only 13% of employees are engaged world-wide rest 87% of employees are not engaged or actively disengaged.



SUGGESTIONS

It's suggested that an employee counselor to be employed to attend the psychological needs of a stressed employee. Holiday packages should be provided to managers and above which could be "Exotic Holidays Package" for employees who are STAR – PERFORMERS.

There should be continuous recruitment to ease pressure of employees in absence of another PMS-Performance Management System is not satisfactory. MS can also be extended to all the employees. There is a need to be observed the uniformity of PMS formulated for individuals in different sections/departments. Bonus and Incentives are to be given to all executives. There is need for loans to be provided with low interest rates for housing, vehicle and education purposes.

CONCLUSION

From the study it can be stated that, there are several factors which creates an impact towards the organisation regarding Associate Engagement which is well related to Employee Satisfaction. The organisations have to prominently consider the satisfaction of the Associates as they are considered to be the Asset for achieving goals.

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