

RELATIONSHIP BETWEEN EMPLOYEES ENGAGEMENT AND SATISFACTION AT IDEAL FASTENER INDIA PRIVATE LIMITED

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***Abstract:** The relationship between man and work has always attracted the attention of philosophers, scientists and novelists. The nature and significance of work should be important as an area of study, as it occupies much of a man's life span. Engagement and Satisfaction is a powerful motivator of human behavior. It is imperative that administrators understand engagement Vs non engagement and satisfaction Vs dissatisfaction. The benefits of employee engagement and employee satisfaction are often realized immediately and results can be staggering. Organizations today focus much attention in measuring and improving their workers engagement and satisfaction, but this was not the case always. In the scientific management era, the employees were considered to be just another machine. There was no interest in employee engagement and employee satisfaction. After all, a machine does not have any attitude or feeling. Soon efforts were undertaken to measure engagement and satisfaction and to train supervisors to be sensitive to employees' feelings. Finally, fundamentalists agreed that employee satisfaction and employee engagement could be improved, job performance would improve as well. The research was undertaken to know the level of women employee engagement and satisfaction amongst the employees working in the organization. The other dimensions of the study were to evaluate the various factors that influence employee satisfaction viz. responsibility, safety management, workplace and availability of resources, training and development; employee engagement towards various factors like opportunities for growth, supervision, job satisfaction, and communication; identify the correlation between employee engagement and employee satisfaction. Descriptive research design was used to collect primary data from 101 employees through simple random sampling method using a structured questionnaire at IDEAL Fastener India Private Limited. The data collected were analyzed with the help of statistical tools viz. percentage analysis, correlation, regression analysis and one-way ANOVA test. It was found out that the employees were highly engaged and satisfied in the organization.*

Key words: Employee Satisfaction, Engagement, Work Environment, Training and Development

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INTRODUCTION

The relationship between man and work has always attracted the attention of philosophers, scientists and novelists. The nature and significance of work should be important as an area of study, as it occupies much of a man's life span. By working on a job, most men gratify many of their needs. Work in this regard, is a potent source of need gratification of all types such as physical, security, social and ego needs. Employees engagement and Employees' Satisfaction is primarily based upon the engagement and satisfaction of needs. The stronger the need, the more close will be the employee engagement and employee satisfaction. Engagement and Satisfaction is a powerful motivator of human behavior. It is imperative that administrators understand engagement Vs non engagement and satisfaction Vs dissatisfaction. The benefits of employee engagement and employee satisfaction are often realized immediately and results can be staggering.

The term employee engagement and employees' satisfaction covers the satisfaction derived from being engaged in work or in any pursuit of a higher order. It is essentially related to human needs and their fulfillment through work. It is generated by the individual's perception of how well his employer satisfies his various needs. Organizations today focus much attention in measuring and improving their workers engagement and satisfaction, but this was not the case always. In the scientific management era, the employees were considered to be just another machine. There was no interest in employee engagement and employee satisfaction. After all, a machine does not have any attitude or feeling. Soon efforts were undertaken to measure engagement and satisfaction and to train supervisors to be sensitive to employee's feelings. It was thought if the job satisfaction and morale could be improved, job performance would improve as well. Measurement of employees' engagement and satisfaction can also be used to benefit employees. Some organizations consider engagement and satisfaction survey as a form of upward communication and a chance for their employees to express their feelings about positive and negative aspects of the workplace. Such attitude surveys are only beneficial if the communication channels operate in both directions. Periodic attitude surveys can be of immense practical importance to both the employers and the employees providing both an ongoing analysis of employees, participation in shaping the organization policies and practices.

IDEAL FASTENER INDIA PRIVATE LIMITED

Established in 1936 in New York City, IDEAL Fastener Corporation is the second largest zipper manufacturer in the world. During the past decade IDEAL has expanded its worldwide presence by opening numerous international production facilities and sales offices. IDEAL now operates factories, offices and/or distribution facilities in over 20 countries in North and Central America, the Middle East, Europe, the Far East and Asia. IDEAL offers zippers for any application including apparel, automotive, furniture, luggage, military, and specialty. The client list include virtually every known apparel

brand and retailer in the United States and Europe, the world premiere luggage manufacturers, the US Armed Forces, and numerous Fortune 500 and international manufacturers across a range of industries. With unrivalled expertise in styling, technology, and manufacturing, IDEAL provides its customers with the best products on the market. IDEAL zippers are available in a vast range of styles, colors and materials, customized to exact specifications. When a new feature is needed, it is done through innovation i.e. where IDEAL truly excels. The expertise of engineering team enables the company to design anything that customers need. Along with this, their commitment to research and development means that clients receive the most technologically sophisticated zippers in the market. Even though IDEAL is a large company they embody the family values of integrity and service; in other words, large company expertise with small company attentiveness. IDEAL is committed to excellence and doing everything in company's power to ensure customers success.

OBJECTIVES OF THE STUDY

The research was undertaken to know the level of women employee engagement and satisfaction amongst the employees working in the organization. The other dimensions of the study were to evaluate the various factors that influence employee satisfaction viz. responsibility, safety management, workplace and availability of resources, training and development; employee engagement towards various factors like opportunities for growth, supervision, job satisfaction, and communication; identify the correlation between employee engagement and employee satisfaction.

RESEARCH REVIEW

Padmakumar Ram, Swapna Bhargavi. G and Gantasala V. Prabhakar (November 2011) in their research titled **Work Environment, Service Climate, and Customer Satisfaction Examining Theoretical and Empirical Connections** identified the relationships among service climate, employee job satisfaction, employee engagement, and customer satisfaction. Structured questionnaires were given to senior employees of selected retail service organizations in India. A total of 369 usable questionnaires were analyzed and the findings indicated that work environment influences service climate, which in turn influences employee job satisfaction, employee engagement, and customer satisfaction. The interactional relationship between Service climate and Job Satisfaction, Service climate and Employee Engagement, Employee Engagement and Job Satisfaction, Job Satisfaction and Customer Satisfaction, Service climate and Customer Satisfaction were proved using hierarchical regression and other statistical tools. Anderson (2011) in his research titled **Structured Equation Modeling for testing the impact of Organizational Communication Satisfaction on Employee Engagement** using the second-generation analytical technique Structural Equation Modeling study examined the relationship between various components of Organization Communication Satisfaction (Organization Integration, Supervisory Communication, Personal Feedback, Communication Climate and Media Quality) and various

components of Employee Engagement (Organizational Commitment, Job Satisfaction and Withdrawal Cognition). A modified version of the Downs & Hazen's Communication Satisfaction Questionnaire was administered on 235 personnel in the Information Technology/Information Technology Enabled Services industry in India. The scale was tested for reliability and validity using Confirmatory Factor Analysis. The results indicated that Organization Communication Satisfaction has a positive impact on Employee Engagement. The study findings had strategic implications for organizations with regard to laying a greater emphasis on increasing communication satisfaction through various human resource interventions, both at macro and micro levels in the organization. Nitin Vazirani (May 2007) in their research titled **Employee Engagement** opined that employee engagement is the level of commitment and involvement an employee has towards their organization and its values. An engaged employee is aware of business context, and works with colleagues to improve performance within the job for the benefit of the organization. It is a positive attitude held by the employees towards the organization and its values. The paper focused on how employee engagement is an antecedent of job involvement and what company should do to make the employees engaged. Richard P. Vlosky and Francisco X. Aguilar (2009) in their research titled **Employee Satisfaction** discovered that employee satisfaction is an important issue for management and employees in any organizational setting. They developed a generalized model of employee satisfaction and tested it for both female and male U.S Extension employees. Results indicated that there are no differences in the antecedents of employee satisfaction between genders. Alaska (2012) in his research titled **Employee Satisfaction**, identified variables that explain the job satisfaction of assistant principals of secondary schools. Such variables were identified, efforts were taken to eliminate or reduce the effects of those variables which lead to dissatisfaction and enhance those which lead to satisfaction. The participants were 291 respondents to a survey distributed to a systemic sample of 400 assistant principals who were members of the National Association of Secondary School Principals in 2012. Job satisfaction had three measures: extrinsic, intrinsic, and general job satisfaction. The variables believed to explain job satisfaction of assistant principals (age, opportunity for advancement, career aspirations, compensation, feelings of compensation fairness, supervisor relations, and ability utilization) were analyzed through path analysis to determine the effects of the independent variables on the three measures of job satisfaction. Results revealed that assistant principals are only marginally satisfied with their jobs. Assistant principals are not as interested in advancing their careers as reported in prior studies. Assistant principals also feel that their responsibilities are extending beyond the routine maintenance of discipline and attendance programs. Variables theorized to explain job satisfaction, age, compensation, and opportunity for advancement were found to have no significant effect on intrinsic, extrinsic, or general job satisfaction. However, supervisor relations were found to have a significant effect on all three measures, as did ability utilization. The other variables in the models either did not have significant effects on the three measures of job satisfaction or were too small to be considered important. Relationships

between the independent variables were also examined and reported. None of the hypothesized indirect path effects were large enough to be considered important. However, supervisor relations and ability utilization were found to be moderately related to extrinsic, intrinsic, and general job satisfaction.

RESEARCH DESIGN

Descriptive research design was used to collect primary data from 101 employees through non random sampling method using a structured questionnaire at IDEAL fastener India private limited. The data collected were analyzed with the help of statistical tools viz. percentage analysis, correlation, regression analysis and one-way ANOVA test.

RESULTS

Most (63%) of the employees strongly agree that there are satisfied with responsibilities in the organization and 1% of the employees strongly disagree that there are satisfied with responsibilities in the organization. Most (66%) of the employees strongly agree that they are satisfied with safety management in the organization, and 2% of the employees strongly disagree that there are satisfied with safety management in the organization. Most (72%) of the employees strongly agree that there are satisfied with work place and resources in the organization and 1% of the employees somehow disagree that they are satisfied with work place and resources in the organization. Most (75%) of the employees strongly agree that they are satisfied with training and development programs in the organization and 1% of the employees strongly disagree that they are satisfied with the training and development programs in the organization. Most (59%) of the employees strongly agree that they are engaged with opportunities for growth in the organization and 1% of the employees strongly disagree that they are engaged with opportunities for growth in the organization. Most (81%) of the employees strongly agree that they are engaged with supervision in the organization and 1% of the employees somehow disagree that they are engaged with supervision in the organization, Most (59%) of the employees strongly agree that they are engaged with job satisfaction in the organization and 1% of the employees strongly disagree that they are engaged with job satisfaction in the organization. Most (68%) of the employees strongly agree that they are engaged with communication in the organization and 1% of the employees strongly disagree that they are engaged with communication in the organization. Most (49%) of the employees agree that they are satisfied and engaged with pay and benefits in the organization and 3% of the employees strongly disagree that they are satisfied and engaged with pay and benefits in the organization. As Pearson correlation coefficient between employee engagement and employee satisfaction is +0.837 (83.7%), there exist a high positive correlation between these two factors. As the adjusted R square is +.698 (69.8%) between employee engagement and employee satisfaction, there is a positive relationship between these two variables.

CONCLUSION

A survey on engagement and satisfaction of employees' had been conducted to know the existing levels of engagement and satisfaction so that steps can be taken to maintain and improve the levels and to have a positive attitude among the employees towards their work. After the survey, it was understood that employees are mostly engaged and satisfied in all the factors. There exists some dissatisfaction level on certain factors. Though it does not pose any immediate challenge, management shall pay attention to these factors for proactive measures. It was clearly inferred that the organization had taken efforts to maintain the engagement and satisfaction level of the employees with respect to several factors. If these actions were consistently practiced, IDEAL Fasteners will undoubtedly become the prime organization for the employees' engagement and satisfaction.

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