PLOYMENTTIMES

Sunday November 28, 2010

MAKING

OPPORTUNITIES

KNOCK ON

ansas State University research has found support for the view that employees who are engaged in their work, including higher levels of vigor, dedication and absorption in daily activities, also have better moods and are more satisfied at home.

The research was presented by Clive Fullagar, professor of psychology, Satoris Culbertson, assistant professor of psychology, and Maura Mills, graduate student in psychology, Manhattan, at this year's Society for Industrial and Organizational Psychology annual conference in New Orleans. Satoris Culbertson said:

"Our research indicated that individuals who were engaged in positive experiences at work and who shared those experiences with significant others perceived themselves as better able to deal with issues at home, became better companions and became more effective overall in the home environment."

The study followed 67 extension agents over two weeks to determine the relationship between daily work engagement and work-to-family facilitation. The participants completed two surveys each day one at the end of the working day and the other before going to bed for the night. They also undertook a separate survey at the start of the two-week period and another at the end. According to Satoris Culbertson, stress at work and stress at home interact in both directions. The results suggest that engagement is significantly related to daily mood, and that mood also positively correlates with workfamily facilitation. Both work engagement and work-to-family facilitation vary considerably from one day to the next.

"Just because an employee might not be invigorated or dedicated to his or her work on a Monday doesn't mean he or she won't be engaged on Tuesday or vice versa," said Culbertson. "Additionally, one's work can facilitate things at home to a different extent depending on the day and what has happened on that particular day."

Stressing that engagement refers to positive work involvement rather than more negative forms of job involvement like

workaholism and addiction, work which have different effects on home lives, Culbertson said:

"Work addicts, or workaholics, have been shown to experience higher levels of work-family conflict. On the contrary, our study showed

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Employee Engagement and their needs

findings and intervene face.' in the workplace arguing that it is important for organizations to ance work and person-Practically,

levels of work-family facilimanageable by the organization," tation rather than conflict." Culbertson added. "Generating high lev-She believes that organiza- els of engagement among workers has a tions can build on these positive impact on the work-family inter-

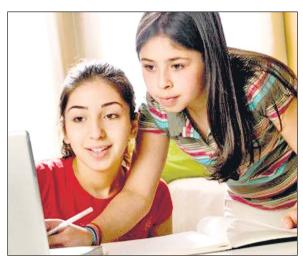
The meaning of employee engagement

William H. Macey and Benjamin help employees bal- Schneider of the Valtera consultancy firm wrote an article published in jobs and also the motivation and effort Organizational Industrial and our Psychology* in 2008 in which they dis-

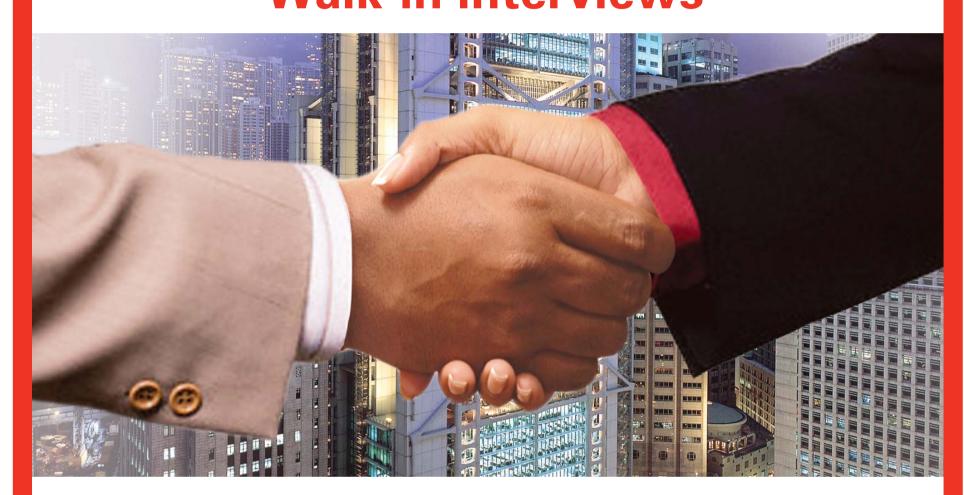
that higher levels of engage- results indicate that engagement is con- cussed the meaning of 'employee engagement were related to higher trolled by situational factors that are ment'. They noted its increasing popularity among HR consultants and the relatively recent interest in the notion among academics. However, they also considered that the notion, although compelling on the surface, was unclear in its meaning.

Macey and Schneider considered that employee engagement refers to positive feelings held by employees about their they put into work.

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4 December 2010

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