



ENFEEBLEMENT AND EMPLOYEES

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Abstract: *This paper is an endeavour to know the effect of emotional and physical exhaustion also known as burn out factors, on the employees. Enfeeblement causes the employees to be less efficient. These factors mostly are viable on the front line employees who have to deal with the customers. They have to be attentive and courteous having a pleasing personality and unfortunately these are the employees who are most prone to enfeeblement or burn out. The symptoms such as mental and physical fatigue, irritability, frustration causes them to be less productive and competent.*

For the research, primary data was collected through questionnaire and secondary data was obtained by books, internet and employee records. Results were analyzed through SPSS. Results depicted that enfeeblement is caused through work overload, long shift hours, unsatisfactory compensation, job dissatisfaction, and struggle with seniors and monotonous job.

Keywords: *Enfeeblement, Burnout syndrome, Psychological stress, Physical exhaustion, Front line employees, Job pressure*

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INTRODUCTION

Enfeeblement can be defined as psychological stress, which may develop into physical illness when no relief appears to be forthcoming. The burnouts among the front line employees have started to become a prominent predicament as they are the face of the company and represent it to the outside world. But if they are irritated, exhausted or under enfeeblement then they cannot put their best foot forward and hence their proficiency is lowered and the company's goodwill is affected. This study develops and tests a model that scrutinizes the effects of work-family conflict, emotional exhaustion, and intrinsic motivation on affective job outcomes using data from frontline employees. Results show that work-overload, conflict with associates, monotonous job, unfriendly work environment, long shift hours, irrational demands of customers and personality type of a person are positively related to emotional exhaustion. Work-family conflict was found to be negatively associated with job satisfaction. The study results demonstrate that work-family conflict did not depict any significant relationships with affective organizational commitment and intention to leave. Results indicate that emotional exhaustion leads to job dissatisfaction, decreased affective organizational commitment, and high levels of intention to leave. According to the study Burnout can lead to deterioration in the quality of service provided and appears to be a contributor to job turnover, absenteeism and low morale of the employee.

RESEARCH DESIGN

The major objective of the study is to find out and combat the factors leading to enfeeblement in the frontline employees. The other objective is to find out the effect of enfeeblement on employees performance, productivity and efficiency.

Study is carried out with the fashion assistants of Pantaloons, Globus and Shoppers stop. The sample size for the study is 50.

The primary data was collected through a structured questionnaire and random sampling technique was applied. The secondary data was collected through employee's records, books and internet. The data collected was analyzed through SPSS software using mean, median, correlation, Anova and Turkey tests to have a thorough study.



LITERATURE REVIEW

Various studies have been conducted on psychological stress, burn out also known as enfeeblement. It is estimated that currently over 6,000 books, chapters, dissertations, and journal articles have been published on burnout (Schaufeli and Enzmann, 1998; Maslach et al., 2001; Halbesleben and Buckley, 2004). Stress can be defined as the physical and emotional reaction to stressors (Maslach et al., 1996, Zastrow, 1984). Burnout is a particularly serious feature of chronic stress and one that can impair the human service worker's effectiveness (Collins & Murray, 1996). According to a survey conducted by Physician Wellness Service (PWS) and Cejka Search (November, 2011) 63% of the respondents suffered from enfeeblement and only 15% admitted that their organization did something to help them through it. As Farber (1983, p. 11) noted, the combination of the trends toward individualization and towards narcissism produces "a perfect recipe for burnout": the former produces stress and frustration while the latter undermines people's coping resources.

THEORETICAL FRAMEWORK

Leiter(1990,1991,1993) has given a model on burnout aka enfeeblement. He proposed that the demanding aspects of the work environment aggravate exhaustion or enfeeblement which increases depersonalisation, while the presence of resources influences personal accomplishment

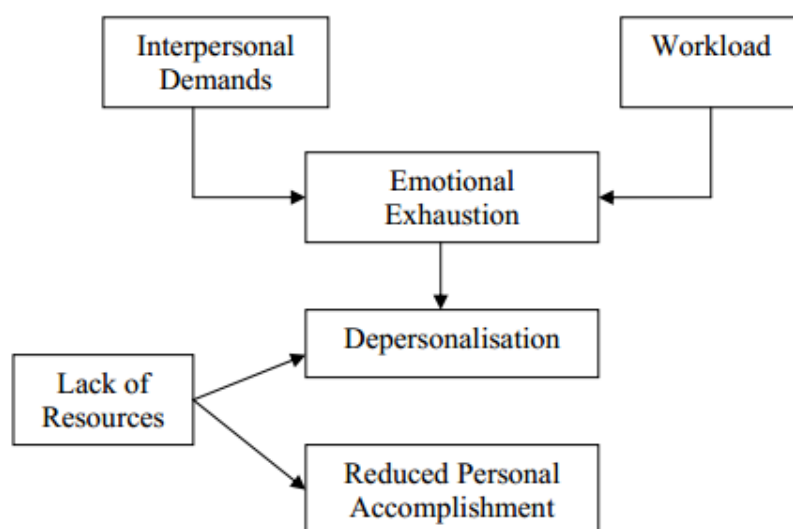


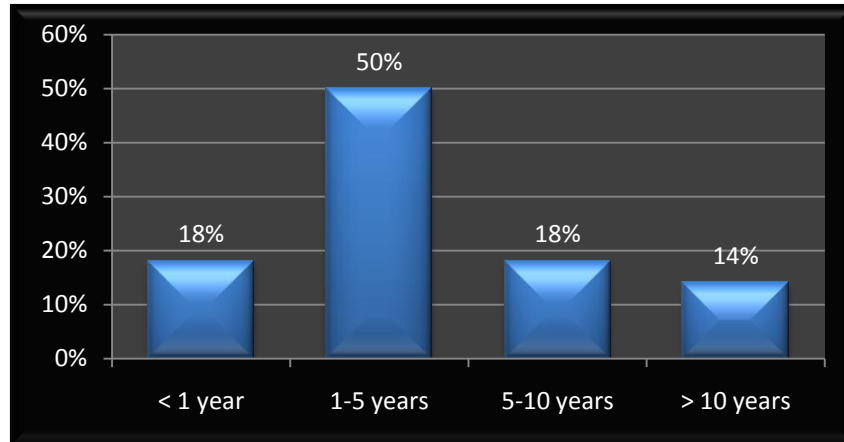
Figure:- 1. The Job Demands Model on Burnout aka Enfeeblement



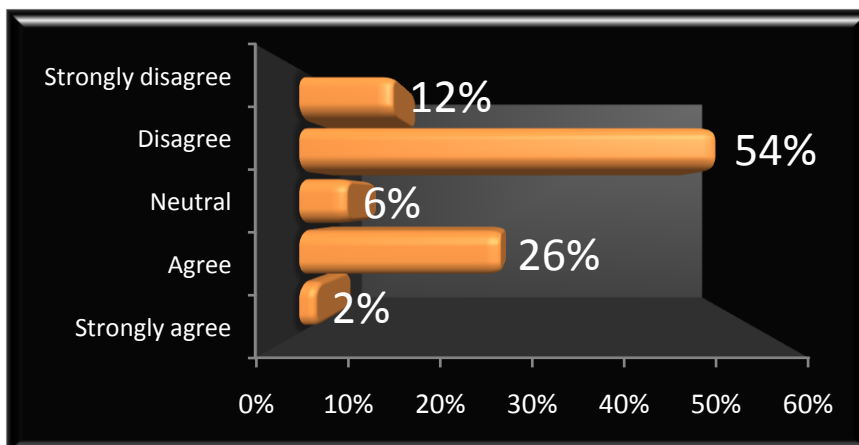
RESULTS AND DISCUSSION

A. The Basic Results

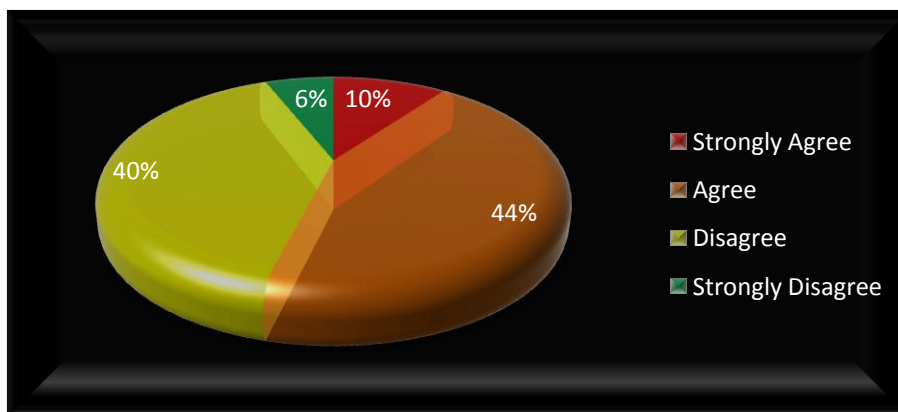
Q1. The work experience of the employees in their respective organization is?



Q2. Are the employees able to spend enough time friends and family?

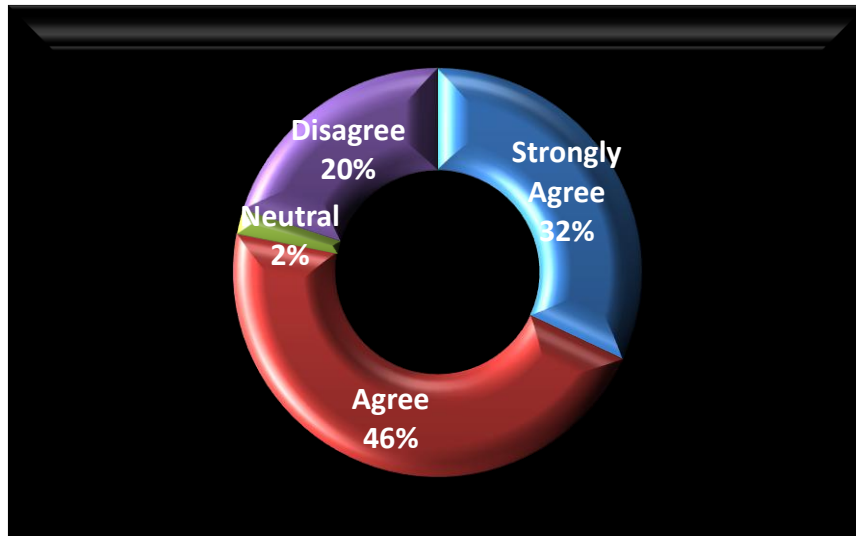


Q3. The relationship between the employees and the management is cordial?

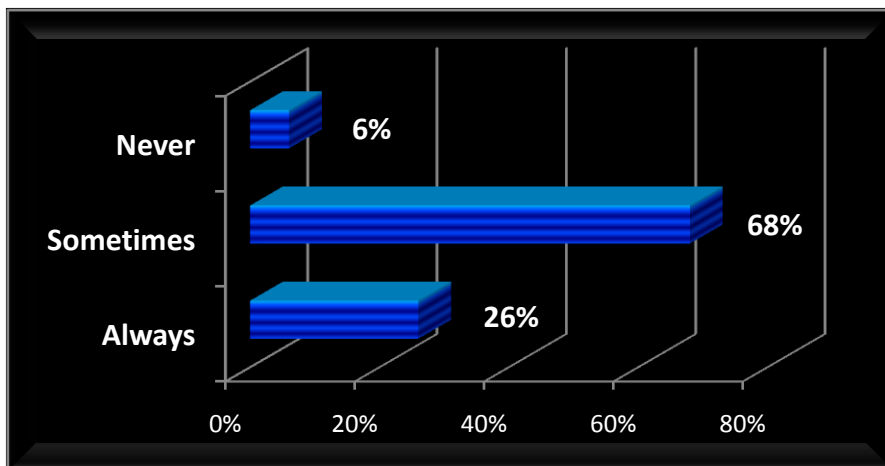




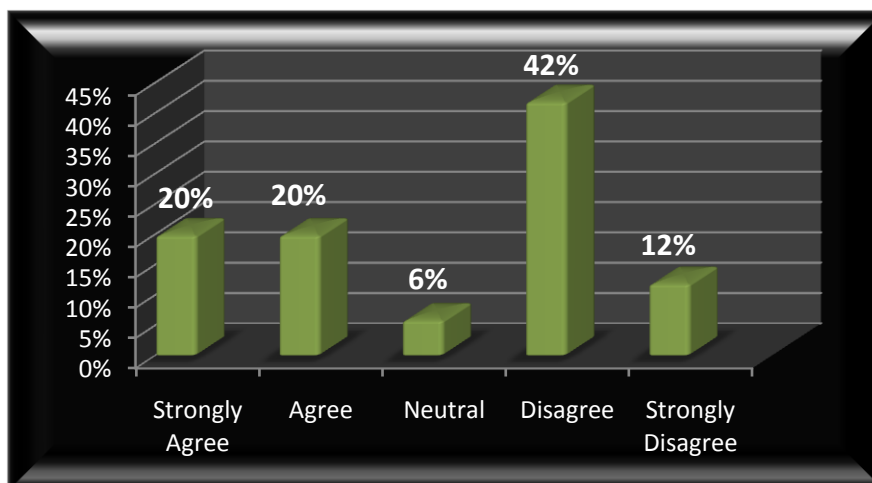
Q4. The employees feel emotionally attached to their organization?



Q5. The employees feel they work more than their shift hours hence increasing their work load pressure?



Q6. The employees believe that they are being compensated satisfactorily?





B. Discussion and Analysis

As per the results, the two factors: Whether the employees opinion is taken into account or not and the effect on emotional attachment of the employees are found to be correlated at .01 significance level. These factors are highly correlated and hence we can conclude that the consideration given to the employee's opinion has a large impact on the attachment he has with the organization.

Next, the correlation among the employee's awareness of his job and the employee's prior work experience is found to be independent. It infers that most of the employees who recently joined or some years ago are also well versed with their job description.

The other factors are whether employees have enough time for their family and friends get positively motivated to give their best performance. These factors are found to be correlated at .01 significance level. It infers that the well balanced personal life acts as a stimulus to raise their performance and give their best at the work place.

Subsequently the factor of compensation and the employee's belief of having an opportunity to grow are found to be correlated at .01 significance level. Hence we can conclude that the employees who are satisfied with the compensation plans of the organization find the workplace conducive for their work growth and career development. It shall also be noted that the number of employees who are satisfied with their compensation are very less. It is also a major factor of burnout or enfeeblement amongst the employees.

Now we take up the effect of employee's age group and the attachment with the organization. These two factors are found to be correlated at .05 significance level. It infers that the employees in the higher age group are more attached to the organization and hence have less enfeeblement. The younger generation are more likely to switch jobs but again this is not the only factor in the loyalty of an employee.

The next factor is if working for long shift hours has an impact on employee's performance or in other words does that cause enfeeblement. The study tries to find that whether it hampers the performance of the employee and reduces their efficiency or does it provides with the time to complete his/her work in more detail and with ease. These factors were found to be independent of each other i.e. the long shift hours doesn't have any significant effect on the employee performance. But again this shall also be noted that the employee shall be paid overtime to avoid any feeling of being exploited.



C. Further Analysis

C.1 Overall Satisfaction compared for Gender

Descriptive Statistics

| GENDER | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|----|---------|---------|------|----------------|
| 1 Overall Sat | 23 | 1 | 5 | 3.22 | 1.00 |
| Valid N (listwise) | 23 | | | | |
| 2 Overall Sat | 67 | 1 | 5 | 2.96 | 1.13 |
| Valid N (listwise) | 67 | | | | |

ANOVA

Overall Sat

| | Sum of Squares | df | Mean Square | F |
|----------------|----------------|----|-------------|------|
| Between Groups | 1.177 | 1 | 1.177 | .970 |
| Within Groups | 106.779 | 88 | 1.213 | |
| Total | 107.956 | 89 | | |

The difference in the overall satisfaction between the male and female respondents was found out to be significant.

| Descriptive Statistics (Gender) | | | | | | |
|---------------------------------|----------------------------|----|-----|-----|------|----------------|
| Gender | | N | Min | Max | Mean | Std. Deviation |
| Female | Compensation | 23 | 1 | 4 | 2.61 | 0.94 |
| | Job Content | 23 | 1 | 2 | 1.65 | 0.49 |
| | Career Dev & Training | 23 | 3 | 6 | 4.7 | 0.97 |
| | Work Climate & Org Culture | 23 | 1 | 8 | 5.57 | 1.7 |
| | Resources & Facilities | 23 | 1 | 5 | 2.35 | 1.34 |
| | Org Communication | 23 | 6 | 10 | 8.7 | 1.43 |
| | Performance Mgmt | 23 | 7 | 9 | 8.26 | 0.96 |
| | Reward & Recognition | 23 | 4 | 8 | 5.3 | 1.4 |
| | Group & Social Activities | 23 | 7 | 10 | 8.96 | 1.3 |
| | Employee Empowerment | 23 | 3 | 9 | 6.91 | 2.09 |
| | Valid N (listwise) | 23 | | | | |
| Male | Compensation | 67 | 1 | 4 | 1.7 | 0.84 |
| | Job Content | 67 | 1 | 3 | 1.6 | 0.59 |
| | Career Dev & Training | 67 | 3 | 6 | 4.23 | 0.97 |
| | Work Climate & Org Culture | 67 | 5 | 9 | 6.02 | 0.92 |
| | Resources & Facilities | 67 | 2 | 5 | 3.13 | 0.86 |
| | Org Communication | 67 | 6 | 10 | 8.46 | 1.66 |
| | Performance Mgmt | 67 | 6 | 9 | 7.76 | 0.98 |
| | Reward & Recognition | 67 | 4 | 8 | 4.82 | 1.12 |
| | Group & Social Activities | 67 | 8 | 10 | 9.33 | 0.72 |
| | Employee Empowerment | 67 | 7 | 9 | 7.95 | 0.83 |
| | Valid N (listwise) | 67 | | | | |



| ANOVA (Gender) | | | | | |
|----------------------------|---------------|----------------|----|-------------|--------|
| | | Sum of Squares | df | Mean Square | F |
| Compensation | B/w Groups | 14.015 | 1 | 14.015 | 18.6** |
| | Within Groups | 66.39 | 88 | 0.754 | |
| | Total | 80.404 | 89 | | |
| Job Content | B/w Groups | 4.75E-02 | 1 | 4.75E-02 | 0.15 |
| | Within Groups | 27.92 | 88 | 0.317 | |
| | Total | 27.967 | 89 | | |
| Career Dev & Training | B/w Groups | 3.731 | 1 | 3.731 | 3.93* |
| | Within Groups | 83.49 | 88 | 0.949 | |
| | Total | 87.221 | 89 | | |
| Work Climate & Org Culture | B/w Groups | 3.501 | 1 | 3.501 | 2.58 |
| | Within Groups | 119.414 | 88 | 1.357 | |
| | Total | 122.915 | 89 | | |
| Resources & Facilities | B/w Groups | 10.592 | 1 | 10.592 | 10.7** |
| | Within Groups | 87.508 | 88 | 0.994 | |
| | Total | 98.1 | 89 | | |
| Org Communication | B/w Groups | 0.929 | 1 | 0.929 | 0.36 |
| | Within Groups | 226.193 | 88 | 2.57 | |
| | Total | 227.122 | 89 | | |
| Performance Mgmt | B/w Groups | 4.275 | 1 | 4.275 | 4.52* |
| | Within Groups | 83.281 | 88 | 0.946 | |
| | Total | 87.556 | 89 | | |
| Reward & Recognition | B/w Groups | 4.085 | 1 | 4.085 | 2.86 |
| | Within Groups | 125.729 | 88 | 1.429 | |
| | Total | 129.814 | 89 | | |
| Group & Social Activities | B/w Groups | 2.399 | 1 | 2.399 | 2.99 |
| | Within Groups | 70.739 | 88 | 0.804 | |
| | Total | 73.138 | 89 | | |
| Employee Empowerment | B/w Groups | 18.244 | 1 | 18.244 | 11.3** |
| | Within Groups | 141.811 | 88 | 1.611 | |
| | Total | 160.054 | 89 | | |

** .01 significance level

* .05 significance level

There was a significant difference in the importance of the factors Compensation, Resources & Facilities and Employee Empowerment (.01 level) between male & female respondents. There was a significant difference in the importance of the factors Performance Management and Career Development & Training (.05 level) between male & female respondents. Male respondents rated Compensation as significantly more important than female respondents whereas Resources & Facilities and Employee Empowerment were



rated as significantly more important by female respondents. Performance Management was rated as significantly more important by male respondents vis-à-vis female respondents whereas Career Development and Training was rated as significantly more important by female respondents (.05 level).

C.2 Overall Satisfaction compared for Tenure within the Organization

Descriptive Statistics

| RLL EXP | N | Minimum | Maximum | Mean | Std. Deviation |
|--------------------|----|---------|---------|------|----------------|
| 1 Overall Sat | 39 | 1 | 5 | 3.28 | 1.10 |
| Valid N (listwise) | 39 | | | | |
| 2 Overall Sat | 29 | 1 | 4 | 2.55 | .69 |
| Valid N (listwise) | 29 | | | | |
| 3 Overall Sat | 10 | 1 | 4 | 2.30 | .95 |
| Valid N (listwise) | 10 | | | | |
| 4 Overall Sat | 12 | 1 | 5 | 3.92 | 1.24 |
| Valid N (listwise) | 12 | | | | |

ANOVA

Overall Sat

| | Sum of Squares | df | Mean Square | F |
|----------------|----------------|----|-------------|---------|
| Between Groups | 23.869 | 3 | 7.956 | 8.137** |
| Within Groups | 84.087 | 86 | .978 | |
| Total | 107.956 | 89 | | |

** .01 significance level

The difference in overall satisfaction between respondents with varying lengths of tenure in the organization was found to be significant. Further analysis using Turkey Test for Multiple Comparisons indicated that the difference in overall satisfaction between respondents that have been in the organization for 3-4 years and those that have been there for more than 7 years was found significant with the former group having a lower degree of satisfaction. The difference between respondents that have been in the organization for 5-6 years and those that have been there for more than 7 years was also found significant with the former group having a lower degree of satisfaction. The difference in overall satisfaction between respondents that have been in the organization for 0-2 years and those that have been there for 3-4 years was found significant (.05 level) with the former group having a higher degree of satisfaction. The difference in overall satisfaction between respondents that have been in the organization for 0-2 years and those that have been there for 5-6 years was also found significant (.05 level) with the former group having a higher degree of satisfaction.



| Descriptive Statistics (Tenure within the Organization) | | | | | | |
|---|----------------------------|----|-----|-----|------|----------------|
| Tenure within the Org | | N | Min | Max | Mean | Std. Deviation |
| 0-2 Years | Compensation | 39 | 1 | 4 | 1.91 | 0.94 |
| | Job Content | 39 | 1 | 3 | 1.65 | 0.53 |
| | Career Dev & Training | 39 | 3 | 6 | 4.35 | 1.03 |
| | Work Climate & Org Culture | 39 | 5 | 8 | 6.01 | 0.95 |
| | Resources & Facilities | 39 | 1 | 5 | 2.83 | 1.14 |
| | Org Communication | 39 | 6 | 10 | 8.5 | 1.62 |
| | Performance Mgmt | 39 | 6 | 9 | 7.71 | 1.1 |
| | Reward & Recognition | 39 | 4 | 8 | 4.96 | 1.25 |
| | Group & Social Activities | 39 | 7 | 10 | 9.2 | 1.03 |
| | Employee Empowerment | 39 | 4 | 9 | 7.89 | 1.31 |
| | Valid N (listwise) | 39 | | | | |
| 3-4 Years | Compensation | 29 | 1 | 3 | 1.9 | 0.8 |
| | Job Content | 29 | 1 | 3 | 1.55 | 0.55 |
| | Career Dev & Training | 29 | 3 | 6 | 4.59 | 0.93 |
| | Work Climate & Org Culture | 29 | 1 | 9 | 5.73 | 1.62 |
| | Resources & Facilities | 29 | 1 | 5 | 3.05 | 0.92 |
| | Org Communication | 29 | 6 | 10 | 8.41 | 1.69 |
| | Performance Mgmt | 29 | 6 | 9 | 7.97 | 0.81 |
| | Reward & Recognition | 29 | 4 | 8 | 4.79 | 1.23 |
| | Group & Social Activities | 29 | 8 | 10 | 9.33 | 0.73 |
| | Employee Empowerment | 29 | 4 | 9 | 7.68 | 1.13 |
| | Valid N (listwise) | 29 | | | | |
| 5-6 Years | Compensation | 10 | 1 | 4 | 2 | 1.05 |
| | Job Content | 10 | 1 | 3 | 1.7 | 0.82 |
| | Career Dev & Training | 10 | 3 | 5 | 4.3 | 0.82 |
| | Work Climate & Org Culture | 10 | 5 | 7 | 5.9 | 0.88 |
| | Resources & Facilities | 10 | 1 | 5 | 2.7 | 1.16 |
| | Org Communication | 10 | 6 | 10 | 8.3 | 1.89 |
| | Performance Mgmt | 10 | 8 | 9 | 8.7 | 0.48 |
| | Reward & Recognition | 10 | 4 | 8 | 5.2 | 1.4 |
| | Group & Social Activities | 10 | 7 | 10 | 9 | 1.15 |
| | Employee Empowerment | 10 | 3 | 9 | 7.2 | 1.69 |
| | Valid N (listwise) | 10 | | | | |
| 7 Years & above | Compensation | 12 | 1 | 4 | 2.06 | 1.29 |
| | Job Content | 12 | 1 | 2 | 1.56 | 0.48 |
| | Career Dev & Training | 12 | 3 | 5 | 3.79 | 0.98 |
| | Work Climate & Org Culture | 12 | 5 | 7 | 5.98 | 0.81 |
| | Resources & Facilities | 12 | 2 | 5 | 3.17 | 1.01 |
| | Org Communication | 12 | 8 | 10 | 9.06 | 0.96 |
| | Performance Mgmt | 12 | 6 | 9 | 7.61 | 1.06 |
| | Reward & Recognition | 12 | 4 | 6 | 5.05 | 0.91 |



| | | | | | | |
|--|---------------------------|----|----------------|----|-------------|-------|
| | Group & Social Activities | 12 | 8 | 10 | 9.31 | 0.67 |
| | Employee Empowerment | 12 | 3 | 9 | 7.43 | 1.61 |
| | Valid N (listwise) | 12 | | | | |
| ANOVA (Tenure within the Organization) | | | | | | |
| | | | Sum of Squares | df | Mean Square | F |
| Compensation | Between Groups | | 0.298 | 3 | 9.94E-02 | 0.11 |
| | Within Groups | | 80.106 | 86 | 0.931 | |
| | Total | | 80.404 | 89 | | |
| Job Content | Between Groups | | 0.262 | 3 | 8.74E-02 | 0.27 |
| | Within Groups | | 27.705 | 86 | 0.322 | |
| | Total | | 27.967 | 89 | | |
| Career Dev & Training | Between Groups | | 5.526 | 3 | 1.842 | 1.94 |
| | Within Groups | | 81.695 | 86 | 0.95 | |
| | Total | | 87.221 | 89 | | |
| Work Climate & Org Culture | Between Groups | | 1.404 | 3 | 0.468 | 0.33 |
| | Within Groups | | 121.511 | 86 | 1.413 | |
| | Total | | 122.915 | 89 | | |
| Resources & Facilities | Between Groups | | 1.994 | 3 | 0.665 | 0.6 |
| | Within Groups | | 96.106 | 86 | 1.118 | |
| | Total | | 98.1 | 89 | | |
| Org Communication | Between Groups | | 4.275 | 3 | 1.425 | 0.55 |
| | Within Groups | | 222.847 | 86 | 2.591 | |
| | Total | | 227.122 | 89 | | |
| Performance Mgmt | Between Groups | | 8.932 | 3 | 2.977 | 3.26* |
| | Within Groups | | 78.624 | 86 | 0.914 | |
| | Total | | 87.556 | 89 | | |
| Reward & Recognition | Between Groups | | 1.497 | 3 | 0.499 | 0.33 |
| | Within Groups | | 128.317 | 86 | 1.492 | |
| | Total | | 129.814 | 89 | | |
| Group & Social Activities | Between Groups | | 0.928 | 3 | 0.309 | 0.37 |
| | Within Groups | | 72.21 | 86 | 0.84 | |
| | Total | | 73.138 | 89 | | |
| Employee Empowerment | Between Groups | | 4.734 | 3 | 1.578 | 0.87 |
| | Within Groups | | 155.32 | 86 | 1.806 | |
| | Total | | 160.054 | 89 | | |

*.05 significance level

No significant difference was found in the rated importance of all the above factors in motivating employees except Performance Management. Further analysis using the Turkey Test revealed that respondents who have been in the organization for 0-2 years gave Performance Management significantly less importance than those who have been in the organization for 5-6 years (.05 level). Also respondents who have been in the organization



for 5-6 years gave Performance Management significantly more importance than those who have been in the organization for more than 7 years. This may be due to the fact that at entry level respondents may not know enough about Performance Management to have expectations whereas employees with more than 7 years tenure with the organization are well aware of the system and may be a bit laid back. It is the middle level managers who would be most concerned about the outcome of the performance management.

C.3 Overall Satisfaction comparison based on Total Experience

Descriptive Statistics

| Total Exp | | N | Minimum | Maximum | Mean | Std. Deviation |
|-----------|--------------------|----|---------|---------|------|----------------|
| 1 | Overall Sat | 19 | 3 | 5 | 4.16 | .50 |
| | Valid N (listwise) | 19 | | | | |
| 2 | Overall Sat | 27 | 2 | 3 | 2.59 | .50 |
| | Valid N (listwise) | 27 | | | | |
| 3 | Overall Sat | 19 | 1 | 4 | 2.16 | .76 |
| | Valid N (listwise) | 19 | | | | |
| 4 | Overall Sat | 25 | 1 | 5 | 3.28 | 1.31 |
| | Valid N (listwise) | 25 | | | | |

ANOVA

| Overall Sat | | | | | |
|----------------|----------------|----|-------------|----------|--|
| | Sum of Squares | df | Mean Square | F | |
| Between Groups | 45.344 | 3 | 15.115 | 20.761** | |
| Within Groups | 62.611 | 86 | .728 | | |
| Total | 107.956 | 89 | | | |

**01 significance level

The difference in overall satisfaction between respondents with varying lengths total work experience was found to be significant. Further analysis using the Turkey test reveals that the difference in overall satisfaction between respondents that have a total experience of 0-2 years versus 3-4 years is significant with the former having a higher degree of satisfaction. The difference in overall satisfaction between respondents that have a total experience of 0-2 years versus 5-6 years is also significant with the former having a higher degree of satisfaction. The difference in overall satisfaction between respondents that have a total experience of 0-2 years versus 7 years and above is again significant with the former having a higher degree of satisfaction.

The difference in overall satisfaction between respondents that have a total experience of 3-4 years versus 5-6 years is not significant. No significant difference was found in the overall



satisfaction of respondents with 3-4 years versus 7 years and above experience. However the difference in overall satisfaction was significant between respondents with 5-6 years experience vis-à-vis those with more than 7 years with the latter having a higher degree of satisfaction.

| Descriptive Statistics (Total Work Experience) | | | | | | |
|--|----------------------------|----|-----|-----|------|----------------|
| Total Work Experience | | N | Min | Max | Mean | Std. Deviation |
| 0-2 Years | Compensation | 19 | 1 | 3 | 1.74 | 0.99 |
| | Job Content | 19 | 1 | 2 | 1.89 | 0.32 |
| | Career Dev & Training | 19 | 3 | 5 | 4.16 | 1.01 |
| | Work Climate & Org Culture | 19 | 5 | 8 | 6 | 1.05 |
| | Resources & Facilities | 19 | 1 | 4 | 2.79 | 1.27 |
| | Org Communication | 19 | 6 | 10 | 8.74 | 1.41 |
| | Performance Mgmt | 19 | 6 | 9 | 7.63 | 1.26 |
| | Reward & Recognition | 19 | 4 | 8 | 5.37 | 1.3 |
| | Group & Social Activities | 19 | 7 | 10 | 9.05 | 1.22 |
| | Employee Empowerment | 19 | 4 | 9 | 7.63 | 1.71 |
| | Valid N (listwise) | 19 | | | | |
| 3-4 Years | Compensation | 27 | 1 | 3 | 2.02 | 0.77 |
| | Job Content | 27 | 1 | 3 | 1.46 | 0.55 |
| | Career Dev & Training | 27 | 3 | 6 | 4.74 | 0.89 |
| | Work Climate & Org Culture | 27 | 1 | 7 | 5.87 | 1.26 |
| | Resources & Facilities | 27 | 1 | 5 | 2.89 | 0.91 |
| | Org Communication | 27 | 6 | 10 | 8.27 | 1.68 |
| | Performance Mgmt | 27 | 6 | 9 | 7.73 | 0.84 |
| | Reward & Recognition | 27 | 4 | 8 | 4.63 | 1.2 |
| | Group & Social Activities | 27 | 8 | 10 | 9.46 | 0.6 |
| | Employee Empowerment | 27 | 4 | 9 | 7.93 | 1.09 |
| | Valid N (listwise) | 27 | | | | |
| 5-6 Years | Compensation | 19 | 1 | 4 | 1.95 | 0.97 |
| | Job Content | 19 | 1 | 3 | 1.74 | 0.73 |
| | Career Dev & Training | 19 | 3 | 5 | 4.32 | 0.82 |
| | Work Climate & Org Culture | 19 | 1 | 9 | 5.74 | 1.56 |
| | Resources & Facilities | 19 | 1 | 5 | 2.84 | 1.17 |
| | Org Communication | 19 | 6 | 10 | 8.32 | 1.77 |
| | Performance Mgmt | 19 | 7 | 9 | 8.47 | 0.7 |
| | Reward & Recognition | 19 | 4 | 8 | 5.16 | 1.38 |
| | Group & Social Activities | 19 | 7 | 10 | 9.11 | 1.1 |
| | Employee Empowerment | 19 | 3 | 9 | 7.37 | 1.38 |
| | Valid N (listwise) | 19 | | | | |
| 7 Years & above | Compensation | 25 | 1 | 4 | 1.99 | 1.1 |
| | Job Content | 25 | 1 | 2 | 1.47 | 0.49 |
| | Career Dev & Training | 25 | 3 | 6 | 4.1 | 1.11 |



| | | | | | |
|----------------------------|----|---|----|------|------|
| Work Climate & Org Culture | 25 | 5 | 7 | 5.99 | 0.85 |
| Resources & Facilities | 25 | 2 | 5 | 3.16 | 0.93 |
| Org Communication | 25 | 6 | 10 | 8.79 | 1.54 |
| Performance Mgmt | 25 | 6 | 9 | 7.81 | 0.99 |
| Reward & Recognition | 25 | 4 | 6 | 4.78 | 0.91 |
| Group & Social Activities | 25 | 8 | 10 | 9.23 | 0.73 |
| Employee Empowerment | 25 | 3 | 9 | 7.68 | 1.27 |
| Valid N (listwise) | 25 | | | | |

| ANOVA (Total Work Experience) | | | | | |
|-------------------------------|----------------|----------------|----|-------------|-------|
| | | Sum of Squares | df | Mean Square | F |
| Compensation | Between Groups | 1.001 | 3 | 0.334 | 0.36 |
| | Within Groups | 79.404 | 86 | 0.923 | |
| | Total | 80.404 | 89 | | |
| Job Content | Between Groups | 2.943 | 3 | 0.981 | 3.37* |
| | Within Groups | 25.024 | 86 | 0.291 | |
| | Total | 27.967 | 89 | | |
| Career Dev & Training | Between Groups | 6.349 | 3 | 2.116 | 2.25 |
| | Within Groups | 80.872 | 86 | 0.94 | |
| | Total | 87.221 | 89 | | |
| Work Climate & Org Culture | Between Groups | 0.92 | 3 | 0.307 | 0.22 |
| | Within Groups | 121.995 | 86 | 1.419 | |
| | Total | 122.915 | 89 | | |
| Resources & Facilities | Between Groups | 1.889 | 3 | 0.63 | 0.56 |
| | Within Groups | 96.211 | 86 | 1.119 | |
| | Total | 98.1 | 89 | | |
| Org Communication | Between Groups | 5.129 | 3 | 1.71 | 0.66 |
| | Within Groups | 221.993 | 86 | 2.581 | |
| | Total | 227.122 | 89 | | |
| Performance Mgmt | Between Groups | 8.594 | 3 | 2.865 | 3.12* |
| | Within Groups | 78.962 | 86 | 0.918 | |
| | Total | 87.556 | 89 | | |
| Reward & Recognition | Between Groups | 7.544 | 3 | 2.515 | 1.77 |
| | Within Groups | 122.269 | 86 | 1.422 | |
| | Total | 129.814 | 89 | | |
| Group & Social Activities | Between Groups | 2.331 | 3 | 0.777 | 0.94 |
| | Within Groups | 70.807 | 86 | 0.823 | |
| | Total | 73.138 | 89 | | |
| Employee Empowerment | Between Groups | 3.633 | 3 | 1.211 | 0.67 |
| | Within Groups | 156.421 | 86 | 1.819 | |
| | Total | 160.054 | 89 | | |

*.05 significance level



No significant difference was found in the perception of the importance of all the above factors in motivating employees except Job Content & Performance Management. Further analysis using Turkey Test revealed that respondents who have a total experience of for 0-2 years gave Job Content significantly more importance than those who have an experience of 3-4 years. Respondents who have an experience of 5-6 years gave Performance Management significantly more importance than those who have an experience of 0-2 years. Here again respondents who have a total work experience of 5-6 years may be more aware of the outcomes and repercussions of a good or bad performance management system, therefore it would be more important for them rather than those with a lower experience who may not be well – versed with the same.

CONCLUSION & SUGGESTIONS

Conclusion

From the results, it can be concluded that the factors playing a kingpin role in the efficiency of the employee are monotonous job, clashes of ego on the workplace, working overload, working for longer shift hours without being paid overtime, conflicts with the boss. The impact of family relations is less and hence does not affect the commitment for job. Maximum number of employees is dissatisfied with the compensation plan. Results indicate that these factors create enfeeblement, exhaustion, stress and burnout making them annoyed, frustrated, irritable and cynical.

Suggestions

1. Revision of compensation plans and appraisals shall be done periodically.
2. As these factors are a major factor in increasing the attrition rate hence these matters shall be handled with care personally and individually.
3. Training on time management can be provided so that the employees can have a work-life balance.
4. A workshop can be done on a particular day of the week on yoga and meditation to help employees achieve bliss.
5. Employee engagement activities should be given due credit and hence shall be performed frequently.



SUGGESTIONS FOR HR PRACTICES/INITIATIVES

Suggestions from respondents for HR practices/initiatives to motivate/satisfy employees and retain them were as below.

- Sharing of Company Plans, Policies through forums of interaction with management
- Making performance appraisal more transparent
- Having discounts for employees – coupons
- More frequent job rotations
- Training managers on how to give feedback and develop people under them
- More training opportunities
- Having clear cut career growth plans for people to see
- More communication from management

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ANNEXURE

Questionnaire used for collection of data for primary research:

QUESTIONNAIRE

Q. 1 My work experience in industry is

- a) Less than 1 year b) 1 - 5 years c) 5 – 10 years d) More than 10 years

Q. 2 At work I have the opportunity to do what I do best

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Q. 3 I like working

- a) In a group of two b) In a group of more than two c) Alone with all my attention to it

Q. 4 I get enough time to spend with my friends and family

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Q. 5 My boss and i share a relationship of understanding

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Q. 6 I feel attached to my organization

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Q. 7 When I get problem in dealing with the customer I normally

- a) Take advice from my boss b) Ask my colleague to help me
c) Consult my friend d) Try to handle it all myself

Q. 8 I get motivated to give my best when

- a) I get compliment from customer b) I complete my work before deadline
c) It is associated with some incentive d) I get recognition for it

Q. 9 I work more than my shift hours

- a) Always b) Sometimes c) Rarely d) Never

Q. 10 I know exactly what is expected of me at work

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Q. 11 I have the material I need to do my work right

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Q. 12 At work my opinions do count

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Q. 13 I am totally satisfied with the pay plans of the organization

- a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree



Q. 27 I found work culture of my current organization more conducive and employee friendly than previous organization

a) Strongly Agree b) Agree c) Neutral d) Disagree e) Strongly Disagree

Name

Department

Age Group

Sex: a) Male

b) Female