

Employee Engagement and their

Kansas 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 work-family 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 work addiction, 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 that higher levels of engagement were related to higher levels of work-family

facilitation rather than conflict." She believes that organizations can build on these findings and intervene in the workplace arguing that it is important for organizations to help employees balance work and personal lives.

"Practically, our results indicate that engagement is controlled by situational factors that are manageable by the organization," Culbertson added. "Generating high levels of engagement among workers has a positive impact on the work-family interface."

The meaning of employee engagement

William H. Macey and Benjamin Schneider of the Valtera consultancy firm wrote an article published in *Industrial and Organizational Psychology* in 2008 in which they discussed the meaning of 'employee engagement'. 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 jobs and also the motivation and effort they put into work. Engagement leads to positive employee behaviors that lead to organizational success.

According to Macey and Schneider, engagement should not be confused with satisfaction or commitment. They identify two components of employee engagement: feelings of engagement (focus and enthusiasm), and engagement behavior (proactivity and persistence).

So, they distinguish between engagement and satisfaction:

Engagement con-



Always	11%	Rarely	15%
Often	32%	Never/Don't Know	9%
Sometimes	33%		

notes energy and not satiation satisfaction connotes satiation and contentment but not energy

They argued that employees come to work ready to be engaged but organizations need to create the conditions that will release that energy.

They believe that employees will feel and act engaged when managers create the right conditions that allow them to do so. The essential condition for feeling engaged, they contended, is fair treatment leading to a feeling of trust which, in turn, allows them to feel safe to be engaged.

According to Macey and Schneider:

"Our framework places an emphasis on the management of human resources in ways that respect the energy people bring to the work place, and it puts the responsibility on management to create the conditions for employee engagement. Management is responsible for creating the conditions at work that will facilitate employee engagement."

Employee engagement and manager behavior

A telephone survey conducted for Lynn Taylor Consulting has shown that - rather than helping to create the conditions for employee engagement - manager behavior is seriously worrying employees across the country. When bosses stay behind closed office doors, workers begin to fear for their jobs. No fewer than 76% of respondents to the survey said that the 'closed door scenario' triggers thoughts of being laid off.

According to Lynn Taylor, author of the forthcoming book, *Tame Your Terrible Office Tyrant™ (TOT); How to Manage Childish Boss Behavior and Thrive in Your Job* (John Wiley & Sons, July 2009):

"In today's economic environment, employees are searching for every clue to determine their job fate. Too often, not enough direct input is given to employees, and so non-verbal cues are heavily relied upon. Managers working behind closed doors may be shutting out more than noise - they may be shutting down productivity."

The U.S. telephone survey of 1,000 respondents, 18 years of age or older, was conducted by a national independent research firm. The study concluded that employees averaged 2.8 hours (168.8 minutes) a day worrying about personal job concerns, such as mass lay-offs or losing their own jobs. Respondents were deeply suspicious of boss behaviors such as keeping office doors closed. When asked how often they think a boss's closed door was a signal of lay offs, the respondents said:

"Changes in manager behavior, such as a closed door, more private conferences, or less direct communication all represent potential 'exit signs' to many employees," said Lynn Taylor, adding that while managers have to deal with more sensitive personnel issues today than in previous decades, they can counter employee concerns at a critical time with more proactive communication.



IFC

International Finance Corporation

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ABOUT IFC

IFC, a member of the World Bank Group, fosters sustainable economic growth in developing countries by financing private sector investment, mobilizing private capital in local and international financial markets, and providing advisory and risk mitigation services to businesses and governments. IFC's vision is that people should have the opportunity to escape poverty and improve their lives.

IFC has the following vacancy in its Colombo office:

Short Term Consultant – Communications Associate

Communication Support Needs in IFC South Asia

IFC recognizes the importance of a broad-based communications program to achieve the intended outcomes of the overall program. An integrated communications approach in the region includes external and internal communications, crisis communications management, managing key relationships with opinion makers and stakeholders including the media, trade bodies, industry chambers, governments, donors and civil society. Communications activities include media, publicity, events and publications to support increased awareness and understanding of issues that affect the private sector business environment and economic development in South Asia. IFC requires extensive communication support services for its programs.

Duties and Responsibilities:

This is an exciting opportunity to develop the profile of IFC within the South Asia region & the World Bank Group, and to work as part of a strategic and dynamic communications team.

IFC South Asia's Communications team provides strategic and operational communications support to the full regional program across the corporate, strategic pillars, industry and investment and advisory streams. The team is responsible for coordinating campaigns to support the profile IFC internally and externally, including the developing of briefing materials, magazine articles, press releases, media management, development of website content, as well as the development and management of advocacy and communications capacity building campaigns to support our projects and for selected private sector and government client organizations.

The Consultant/ Communications Associate will be responsible for assisting the program staff responsible for IFC's activities in Sri Lanka and Maldives in developing and implementing external and internal communications strategies for the IFC, working with firms to develop content for soft and hard copy publications, developing relationships with media to place stories and build IFC's profile, and managing external and internal events on behalf of IFC. The Associate will assist the Regional Communications Officer based in New Delhi to support other communications deliverables in alignment with the regional communications strategy and approach. The position reports to IFC Regional Communications Officer for South Asia, based in New Delhi and IFC Regional Manager for South Asia, based in Colombo. The position requires a well connected, media savvy communications professional with the following specific responsibilities to be undertaken:

- Generate communication material** for external communications
 - document achievements, lessons learnt and processes from programs and projects
 - assist in production of publications and other communications materials
 - coordination with design and printing vendors
 - assist in development and preparation of communication materials including briefing materials, presentations, press releases, video materials
 - assist in updating content for the South Asia external and internal websites
- Ensure implementation of the internal communications strategy**
 - assist in developing and implementing a calendar of HQ focused events to tell the Sri Lanka and Maldives story
 - support content development, coordination of production of distribution materials to share knowledge and successes
 - assist in optimizing various internal IFC web platforms
- Event management support** to IFC workshops, press conferences etc to reach out to internal and external stakeholders
 - coordination with associated partners
 - interface with external vendors
 - brand and signage in accordance with IFC guidelines, etc.
 - preparation of appropriate distribution materials
- Research, retrieval and analysis of data/information** from internal and external sources for creating communications materials
- Support to regional communications in reporting**
 - daily and monthly media monitoring report
 - preparing Sri Lanka and Maldives daily leads updates

Candidates must have:

- Excellent written, verbal communication and presentation skills
- At least 5 years experience in media relations and communications management
- Fluency in English
- Project and time management and multitasking skills

Time schedule : 150 days in a fiscal year (July 1, 2010 – June 30, 2011).

Remuneration : Remuneration will depend on the qualifications and the experience of the applicant and current fee matrix of IFC

Potential and interested candidates for the above post are invited to send their applications to info-colombo@ifc.org on or before October 17, 2010.

Only applicants selected for interviews will be contacted. To learn more about IFC, please visit our website at www.ifc.org.