

Employee Engagement and posi -

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."

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

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 workaholicism 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."

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

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:

- 1) feelings of engagement (focus and enthusiasm), and
- 2) engagement behavior (proactivity and persistence).

So, they distinguish between engagement and satisfaction:

- engagement connotes 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. "Acknowledging the astounding impact a small gesture can have on corporate productivity in tense times is a good first step. Providing your team with reassurances whenever possible will mitigate unnecessary panic and help them stay focused," she said.

"Many employees may also avoid speaking up to their bosses for fear of being shown the door; when, in fact, their ideas might boost a company's bottom line at a time when that is sorely needed. Opening your door literally and figuratively might not only mean greater profitability. In some cases, it might also help keep the doors of your business

POST OF FINANCIAL CONTROLLER



Sri Lanka's premier food service Company, Edinborough Products (Pvt) Ltd., offers the best food products to our customers with the highest quality for over 40 years in the midst of expanding its business both locally and internationally and would like to invite an experienced, dedicated, dynamic and result-oriented professional to join this ever growing Organisation to head the finance division.

Job Profile

- Plan and implement financial policies
- Draft, implement and monitor business plans
- Manage the finance staff and day to day finance of the Company
- Negotiate with financial institutions, creditors and debtors
- Ensure all statutory requirements are met
- Monitor and manage financial transactions in several entities up to the final accounts and preparations of the financial statements

Personal Profile

- Ideally a male below the age of 45
- A proven track record with a minimum of 5 years experience, preferably in a FMCG company
- He should possess a degree in Finance/Accounting from a recognised university Or Fully qualified in ICA or CIMA
- Exceptional people management and leadership skills
- Excellent communication skills both written and oral

An attractive remuneration package inclusive of other fringe benefits will commensurate with the position is on offer to the right candidate.

Please forward your resume indicating the post applied for on the envelope together with contact details with a non-returnable photograph and two non-related referees, within 10 days of this advertisement date to:-

Managing Director,

Edinborough Products (Pvt) Ltd,

12, New Kolonnawa Road, Moragasmulla, Rajagiriya.

E-mail : info@edinboroughfoods.com | Web site : www.edinboroughfoods.com

Hotline : 0117 326326



SRI LANKA AIR FORCE OFFICER VACANCIES CHIEF LEGAL OFFICER



Applications are invited for the post of Chief Legal Officer (Male / Female) in the Regular / Volunteer Force of the Sri Lanka Air Force

PROFESSIONAL QUALIFICATIONS

- * Attorney at Law with active legal practice for a period not less than 15 years.
- * The selected candidate will be commissioned in the Regular or Volunteer Force of the Sri Lanka Air Force in the rank of **Wing Commander or Group Captain** in keeping with his / her qualifications and experience.

OTHER REQUIREMENTS

- * Nationality : Must be a citizen of Sri Lanka
- * Civil Status : Married / Unmarried
- * Gender : Male / Female
- * Age : Not more than 45 years as at 31 December 2010
- * Height : Male 5'5" and above
Female 5'4" and above
- * Chest : Minimum 32" (Male)
- * Visual Acuity : Left eye 6/6 and right eye 6/6 (With or without spectacles)

* Any candidate who may have special qualifications may at the discretion of the Commander of the Air Force be considered, even though he / she may not have the requisite height, provided he / she possesses the requisite professional qualifications.

* Gross pay including allowances will be approximately Rs. 40,000/- for Wing Commander and Rs. 47,000/- for Group Captain rank. Food, accommodation, uniforms, transport and medical facilities are provided free. For married individuals, an allowance of approximately Rs. 14,500/- is paid in lieu of food and accommodation.

SPECIMEN APPLICATION

- * Full name (As per National Identity Card):
- * Post applied:
- * Permanent address:
- * Nearest Police Station to permanent address:
- * Present postal address:
- * Telephone number:
- * Date of birth:
- * Height:
- * Professional qualifications:
- * Work experiences (Organization, duration & job description)
- * Achievements in sports / extra curricular activities:
- * Other achievements of note

I hereby certify and declare that the details furnished above are true and correct to the best of my knowledge.

Date..... Signature of Applicant

* For further details see Government Gazette Number 1680 of 12 November 2010 and www.documents.gov.lk.

* The envelop should be marked "APPLICATION FOR THE POST OF CHIEF LEGAL OFFICER" on the top left corner. Applications should be forwarded under registered cover to reach "CHIEF RECRUITING OFFICER, SRI LANKA AIR FORCE, EKALA, KOTUGODA" on or before 1200 noon on 19 November 2010.

Web site: <http://www.airforce.lk>

How to make values live in your organization

Values exist in every workplace. Your organization's culture is partially the outward demonstration of the values currently existing in your workplace. The question you need to ask is whether these existing values are creating the workplace you desire.

Do these values promote a culture of extraordinary customer care by happy, motivated, productive people? If not, you will want to: identify the values that currently exist in your workplace; determine if these are the right values for your workplace; and change the actions and behaviors by which the values are demonstrated, if necessary.

"Within the organizations I have had the opportunity to serve, the core values were communicated by actions mostly - in the ways in which business is conducted on a day-to-day basis, and not so much in words directly spoken or written.

"I am a strong advocate of demonstrated values more than written or spoken - actions speak louder, but also believe that written values that reinforce and support specific actions, and specific actions that reinforce and support written values, make a powerful combination that far exceeds one or the other by itself. If it is written down and demonstrated in action, we can really hold our feet to the fire when we need to."

In a prior article, I discussed what values are, why you want to identify values, and where values fit within your workplaces. This article moves the process of identifying workplace values to the next step.

Values Development Process

My focus, in this article, is on how to develop and articulate shared workplace values.



While the focus is on values identification and alignment, you can use this process to develop any product or course of action that needs widespread support, enrollment in, and ownership from your staff.

I have used it successfully to help organizations develop mission statements, visions for their future, relationship guidelines and norms, prioritized action plans, and departmental goals.

Steps in a Values Identification Process

To identify organization values, bring together your executive group to: learn about and discuss the power of shared values; obtain consensus that these leaders are committed to creating a value-based workplace; define the role of the executives in leading this process; and provide written material the executives can share with their reporting staff.

In one of my client organizations, that recently completed this process, the Team Culture and Training Team, a cross-

functional group of employees from every level of the organization, asked the executive group to initiate and lead this process.

Where possible, acting on a desire for change that is percolating from all corners of an organization, is a powerful assurance of success.

Design and schedule a series of values alignment sessions in which all members of the organization will participate. Schedule each member of the organization to attend a three-four hour session. (If your group is small, it is most effective for all members to meet in one session together.)

These sessions are most effective when led by a trained facilitator. This allows each member of your organization to fully participate in the process. Alternatively, train internal facilitators who lead one session, and participate in another.

On the next page, read about the role of leaders in a successful values identification and alignment process. -/humanresources.about.com

Recruiting...

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6. Are job requisitions developed easily? How are they posted?
7. How can recruiters search for candidates?
8. How will candidates receive acknowledgements and feedback?
9. Is the website interface for the candidate intuitive and welcoming?

ing?

10. How will the website interface be branded?
11. How will the online prescreening process be customized by candidate or job function?
12. What type of one-to-one marketing campaigns can recruiters develop using the system?
13. How customizable are the reporting tools?

14. What are the vendor's future product enhancements?
15. How will the vendor support the client in terms of best practices for the system? -Elizabeth Givens

Author Bio

Elizabeth Givens is former Manager of Strategic Services at WetFeet.