



APPOINTMENTS

MAKING OPPORTUNITIES KNOCK ON YOUR DOOR

Employee Engagement and their needs

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-to-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 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." 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 Valterra 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 connotes energy and not satisfaction. Satisfaction connotes satisfaction 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:

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

"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 personal 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 open," Lynn Taylor concluded.

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THIS PRIVILEGE CAN BE YOURS

Sri Lanka Army invites the brave Sons of Mother Lanka to join as Officer Cadets

OFFICER CADET VACANCIES IN THE REGULAR FORCE OF THE SRI LANKA ARMY

ELIGIBILITY

Be unmarried Male Citizens of Sri Lanka.

Age should not be less than 18 years and not more than 22 years as at 01 September 2009.

Height should not be less than 5' 5". (Candidates who have shown National and International Level achievements / skills will be considered for enlistment even though they do not fulfill the requirement of height)

EDUCATIONAL QUALIFICATIONS

* DEGREE COURSE

Should have passed three subjects at the G.C.E. (A/L) Examination in one sitting along with Common General Test.

should have passed the G.C.E. (O/L) examination with a credit pass for English and an ordinary pass for Mathematics in not more than two sittings.

* SHORT SERVICE COMMISSION COURSE

Should have passed six subjects at the G.C.E. (O/L) Examination with four credits including Sinhala/Tamil, English and at least a simple pass for Mathematics in not more than two sittings.

Preference will be given to the Candidates who have passed G.C.E. (A/L) Examination or outstanding sport abilities at national level and all Island school level.

PAY AND ALLOWANCES AND OTHER BENEFITS

Monthly gross pay of Officers in the respective ranks including allowances

Officer Cadet	- Rs. 18,775.00	Captain (Married Officers)	- Rs. 43,804.00
Second Lieutenant	- Rs. 22,005.00	Major (Married Officers)	- Rs. 48,324.00
Lieutenant	- Rs. 26,915.00		

Commissioned officers will be entitled to fringe benefits covering Transport, Uniforms, Medical, Food and Accommodation. Commissioned officers will also have opportunities of serving in un peace keeping missions abroad and following advanced courses in India, Pakistan, Bangladesh, China, the USA and the UK

On successful completion of military training and academic subjects, Cadets of the Degree Course will be commissioned in the rank of Second Lieutenant with a Defence Degree awarded by the University of Sabaragamuwa and Cadets of the Short Service Commission Course will be commissioned in the rank of Second Lieutenant.

Inquiries : Director Personnel Administration
Directorate of Personnel Administration
Army Headquarters
P O Box 553,
Colombo 03.

Tel No : 011-2422635

SPECIMEN APPLICATION

APPLICATION FOR OFFICER CADET VACANCIES IN THE REGULAR FORCE OF THE SRI LANKA ARMY

- Full Name (in Block Letters) : _____
- Name with initials : _____
- Other names (if any) : _____
- Address : _____
- Telephone No : _____
- Grama Niladhari Division : _____
- Electoral Division : _____
- Nearest Police Station : _____
- Date of Birth - Year : _____ Month : _____ Date : _____
- Age as at 01 September 2009 - years : _____ Months : _____ Days : _____
- Height - Feet : _____ Inches : _____
- Sex : _____
- Marital Status : _____
- N.I.C No : _____
- Nationality : _____
- If the citizenship is granted by registration certificate no & date : _____
- Father's name and nationality at birth (if nationalized, give date and number of Certificate) : _____
- Mother's name and nationality at birth (if nationalized, give date and number of Certificate) : _____
- Particulars of your school career : _____
- Educational Qualifications (Examinations should be stated separately):

Examination	Year	Grade
Subject		
- Sports/Other achievements > _____
- Extra curricular activities: _____
- Service with Volunteer Organizations, such as the National Cadet Corps, Boy Scout Organization, Sri Lanka Volunteer Force, etc. : _____
- Have you joined previously for any of the Armed Services : _____
- If so give details : _____
- Occupation : _____
- Place of work : _____
(If employed in a Government Department (Public Sector) Board or Corporation application should be submitted along with the recommendation of the head of the Institution confirming that he will be released from the service)
- Details of persons from whom certificates of character have been obtained : _____

15. Any other relevant facts : _____

I declare on my honour that the answers I have given to the questions are correct to the best of my knowledge and belief

Date : _____ Signature of Applicant

Applications should be submitted as per the specimen application with copies of following documents.

- Birth Certificate
- National Identity Card
- Grama Niladhari Certificate
- Educational Certificates
- Certificates of Sports/Co - Curricular Activities
- Two recently obtained Character Certificates
- Other Relevant Certificates

The envelope enclosing the application should be marked (as applicable) "CADETSHIP IN THE REGULAR FORCE OF THE SRI LANKA ARMY" (Degree Course/Short Service Commission Course) on the top left corner. Applications should be forwarded under a registered cover to reach the following address on or before 15 October 2009.

SRI LANKA ARMY
PRIDE OF THE NATION

