Role of Managers Competencies in Employee Engagement

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Abstract: Employee engagement is linked to higher productivity, lower attrition, and improved organizational reputations resulting in increased focus and resourcing by managers to foster an engaged workforce. The purpose of this paper is to identify the competencies of the managers that enhances employee engagement in the workplace. In doing this, previous literature onthe subject matter is thoroughly reviewed and the behaviors which have been exhibited by the managers in the company were synthesized to collate these competencies. It has been revealed that the competencies of the managers include six technical competencies and six non-technicalcompetencies. Thus the paper helps in finding out the competencies that fosters commitment of the employees in the workplace and the competencies that are needed to be improved in order to achieve high levels of engagement to be exhibited by the employees. In other hand the finding helps in framing the competency framework that can be utilized by the company for future welfare.

Key words: Competency, Workforce, Behaviours.

INTRODCTION

In recent years government skills policy has also started to focus on the importance of leadership and management skills as it has become increasingly clear that steps to improve supply and raise the skills of the workforce are, while extremely important, not enough to drive productivity improvements on their own. Academic research has not directly explored which leadership or management behaviors are drivers of employee engagement. However, it is plausible to suggest that both leadership and management would have significant roles in each of the six areas of work suggested by Maslach *et al.* (2001). In addition, a conceptual paper by Macey and Schneider (2008) has suggested that transformational leadership would be a key driver of employee engagement, although no academic research has yet been published to lend support to this hypothesis.

REVIEW OF LITERATURE

Onesmus kamau and Muathe Sma (2016), states that it is not just enoughfor employee to report to work but also to be passionate about the work.Studies have also shown that when employees are engaged their productivity increase. This study carries out a critical review of literature on employee engagement concept in order to establish both conceptual and empiricalgaps.

Swatee Sarangil and Aakanksha Vats (2015), states the mood repair dimension of emotional intelligence as the most significant predictor of employee engagement and the positive relationship between emotional intelligence and employee engagement.

Derrick Suehs (2015), states that emotionally intelligent managers and supervisors create workplaces where employees are empowered, engaged, and valued Line-employees would feel less stressed and experience astronger feeling of fairness, equity, respect, and enablement. In today's competitive and ever-changing business world, the emotional intellect oorganizational leaders may be the key differentiator in sustaining mission focused success.

Castellano (2015) states that in order for organizations to achieve the strategic outcomes they desire, they need to better understand how different employees are affected by different drivers of engagement. This framework provides a better measure of engagement, along with important measures of the drivers, conditions, and outcomes of engagement.

Okwudili and Agbaeze (2015), states that organizational effectiveness is critical to success in any economy. In order to achieve increased and sustainable results, organizations need to execute strategy and engage employees. To create organizational effectiveness, business leaders need to focus on aligning and engaging their people, management systems, structure and capabilities (including organizational culture) to the strategy.

OBECTIVES

- To study the competencies of managers that enhances employee engagement.
- To identify the specific management behaviors managers need to show in order to enhance employee engagement in the workplace.

RESEARCH METHODOLOGY

Research Design

The researcher adopts a descriptive research design to identify the competency, as it includes data collection and fact-finding.

Sampling Methods

For this study convenience sampling method was adopted.

Research Instrument

The research instrument used in the study is a Questionnaire.

Data Collection Method

There are two types of data they are

- Primary data

- Secondary data

Primary Data: The primary data required for competency mapping can be collected using questionnaires. To assess the competency of the employees, Questionnaire will be distributed to the employees in the organization. All the employees were asked to evaluate the existing competencies. Each competency was assessed on a 5 point scale.

Secondary Data: Secondary data is one type of quantitative data that has already been collected by someone else and which have already been passed through the statistical process. Secondary data can provide a baseline for primary research to compare the collected primary data results to and it can also be helpful in research design. The secondary data used in this research are: Journals, Websites, and Books.

DATA ANALYSIS AND INTERRETATION

Null hypothesis: H0 = There is no significant relationship between marital status and self management competency exhibited by managers.

Alternate hypothesis: H1 = There is a significant relationship between marital status and self management competency.

Self management	*Levene's Test for Equality of Variances*		*t-test for Equality of Means*					*95% Confidence Interval of the Difference*	
	F	*Sig*	*t*	*df*	*Sig (2-tailed)*	*Mean Difference*	*Std. Error Difference*	*Lower*	*Upper*
Equal variances assumed	.296	.588	3.06	118	.003	.3881	.1268	.1371	.6391
Equal variances not assumed			3.05	114	.003	.3881	.1269	.1367	.6395

Interpretation: The above table shows that significant level is 0.03, which is less than 0.05. Therefore, there is a significant relationship between marital status and self-management competency of managers.

FINDINGS AND SUGGESTIONS

It is observed that there is a significant relationship between marital status and self-management of managers.

It has been found that the least effective competencies exhibited by the managers are communication, self-management and situational awareness. Therefore, it is suggested to improve those competencies inorder to acquire maximum employee engagement.

It is suggested that learning and development interventions could be designed based on the framework to support managers in developing the skills and behaviors relevant to enhancing employee engagement. It is also suggested that the competencies/behaviors could be integrated into existing management development programmes.

CONCLUSION

From the study the top competencies of managers that enhances employee engagement in legal adherence, Accountability, Scope and Deliverable, Information Seeking which comes under Technical competencies category and Values appreciation and motivation and Decision making which comes under Non-technical competency category. So, it is necessary to work on the least exhibited competencies in order to attain utmost employee engagement. In addition to that the management should improve in all the suggested areas such that there will not be a lack in the employee engagement.

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