



**ORIGINAL RESEARCH PAPER**

**Management**

**“Managerial Competencies and Its Effect on Employee Engagement”**

**KEY WORDS:** Employee Attitude, Perceptions, Employee Engagement, Employee Competencies

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**ABSTRACT**

Although technology still dominates, human resources and how they are managed is receiving increased attention in attaining competitive advantage. Organizations have traditionally relied upon financial measures to evaluate their performance, value and health. The so called “soft”, human oriented measures such as employee attitudes, traits and perceptions are now being recognized as important predictors of employee behavior and performance. This study first examines the theoretical understanding of employee engagement and competencies and then an empirical investigation is made of the role that a wide variety of managers' leadership competencies plays in the relationship between their employees measured engagement & managers competencies. This study further goes on to identify whether there is an effect of managerial competencies on employee engagement.

**Introduction:**

Hospitality industry comprising a hotel & catering Industries is one of the fastest growing industries in the world. Hospitality the sector has witnessed booming growth in the past decades. Hotel caters to different categories of client, services, budget decisions, travelling, and luxury to decent services. The hotel industry includes leisure & travel industries as well as food & catering business. In the coming years, the most successful enterprises in the hospitality industry will have managers who are not only adept at the technical competencies required of them, but have significant capability in people management: more specifically, the ability to foster employee engagement.

**Employee Engagement:**

In the academic literature, employee engagement was conceptualized by Kahn in 1990 as ‘the harnessing of organization members’ selves to their work roles: in engagement, people employ and express themselves physically, cognitively, emotionally and mentally during role performances’. Kahn suggested that engaged employees identified with their work and therefore put more effort into their work.

Majority of HR professionals and management consultancies tend to define employee engagement in terms of the following:

1. Organization commitment, including both an affective attachment to the Organization (emotional attachment to the organization or positive attitude) and a desire to stay with the organization in the future.
2. Employee’s willingness to go an extra mile, which includes extra role behavior & discretionary effort that promotes the effective functioning of the organization.

The current study aims to build on the existing research by: focusing on specific management behaviors important for enhancing and managing employee engagement, the positive behaviors to be adopted; and exploring these behaviors.

**Managerial Competencies:**

Over the past decade, human resource and organizational development professionals have generated a lot of interest in the notion of competencies as a key element and measure of human performance. Competencies are becoming a frequently-used and written-about vehicle for organizational applications like:

1. Selecting candidates for open positions, using competency based interviewing techniques
2. Mapping succession possibilities for employees within the organization
3. Defining factors for success in jobs (i.e., work) and work roles within the organization
4. Assessing the current performance and future development needs of persons holding jobs and roles
5. Linking pay, promotions and growth directly to what the

organization values to be successful

6. Guiding employees and managers to what is expected and how value is defined even in times of dramatic change and restructuring

There are five types of competency characteristics that emerge from varied definitions. These are:

1. **Knowledge** - Information a person has in specific content areas
2. **Skills** – Ability to perform a certain physical or mental task
3. **Motives** – Motives are emotions, desires, physiological needs or similar impulses that prompt action
4. **Self Concepts & Values** – This refers to a person’s attitudes, values and self image
5. **Traits** – Traits refer to physical characteristics & consistent responses to situations or information

The current study aims to build on the existing research by: focusing on specific management behaviors important for enhancing and managing employee engagement.

**Managerial Competencies and Employee Engagement:**

Great managers unleash the untapped potential of people, increasing their engagement by building a conducive workplace culture and environment. There is considerable evidence from prior research that perceptions of managerial processes impact on engagement (De Mello e Souza Wildermuth and Pauken 2008).

The belief that managers are interested in employee wellbeing is also relevant since perceived reciprocation of effort is an important motivator of engagement and related behaviors. Effective leadership also encompasses individual-level feedback, which can increase both engagement and performance (Alimo-Metcalfe and Alban- Metcalfe 2006).

In order to assess managerial competencies, in this study employees were asked to rate their line managers on the degree to which they feel that their immediate managers have an effective and a fair management style.

From this our **Null Hypothesis are :**

**H0 : There is no effect of managerial competencies on employee engagement.**

**Research Problem:**

1. To identify which specific management behaviors line managers need to display in order to enhance employee engagement in the workplace, highlighting effective management behaviors in this context.
2. To Study the effect of managerial competencies on employee engagement.

**Research Methodology:**

**Research Goals:**

- To know the effect of Managerial Competencies on Employee Engagement.
- To identify whether rewards and recognition is given for good work or not.
- To understand whether job opportunities are been given to employee to learn and grow.
- To know whether employer supports employee to carry out the task.
- To know whether employees are involved in problem solving and decision making.

**Research Design:**

Exploratory Research Design has been chosen for finding out Managerial Competencies and Descriptive Research Design has been chosen for perceiving Employee Engagement.

**Sampling Size and Design:**

In order to achieve the goal of a study, in total 150 employees were approached of Jamnagar, Rajkot and Dwarka city on basis of non-probability convenient sampling method.

**Research Instrument:**

The data was collected through Questionnaire. Questionnaire was divided in to two parts. First part consists of demographic information. Second part consist information about how employees feel at work. Third part consists of what employees feel about their immediate supervisor.

**Results:**

The mixed-method approach to collecting data provides the researchers with an opportunity to determine both quantitative and qualitative data to ensure richness of the data. Both quantitative questions and the qualitative questions were included to provide a more comprehensive understanding of managerial competencies and its effect on employee engagement.

**Data Analysis:**

Descriptive statistics were used to measure the central tendency and distribution of responses for quantifiable survey responses. Composite variables were formed from sets of related responses. Using Regression Analysis effect of managerial competencies on employee engagement was found.

**Findings:**

- **First Objective:** To know the effect of Managerial Competencies on Employee Engagement.
1. In order to measure the effect several question were asked such on managerial competencies such as managers support towards employees, involves in decision making process, gives team members extra responsibilities and opportunities for progression, encourage people for training, makes employees feel as if they are the part of the team.
  2. In order to measure the effect of competencies on employee engagement several engagement factors were taken into consideration such as employees were given opportunity to work, rewards and recognition for best performance, opinions and suggestions taken into consideration, extra benefits for welfare of employee family member.

**The resultant table No. 1 is :**

X (Employee Engagement)	Y ( Managerial Competencies)
506	512
489	471
145	152
46	55
14	12

**Regression Table no. 2 X on Y**

Regression Statistics	
Multiple R	0.999115
R Square	0.998232
Standard Error	11.42158

Observations	5
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The outcome stated that there is positive effect of managerial competencies on employee engagement.

- **Other Objectives** result stated that maximum number of the employees agreed that they were been recognized at work, they were been given lots of opportunity to learn and grow, their supervisor care about them, their supervisor involves them in decision making process, employees were been given challenging task and they were been encouraged to go for training programme.

**Conclusion and Future Direction:**

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; or the competencies/behaviors could be integrated into existing management development programs. The competencies could be assessed during manager selection processes to ensure that those recruited or promoted into management positions either currently show or have the potential to develop the relevant behaviors. The framework could be integrated into performance management processes to ensure managers are rewarded or held accountable for demonstrating the relevant behaviors.

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