MANAGER ROLE – EMPLOYEE ALIENATION AT WORK PLACE

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Abstract

we know that Human Resource Management (MANAGEMENT) has placed rising emphasis on employee commitment, in response to organizational demand for human performance. No matter this focus has declined employee commitment to a point where many workers are experiencing subjection, helplessness, inability, incapability, hopelessness meaninglessness, powerlessness, isolation, and self estrangement, which are symptoms associated with alienation. In this paper I just tried to explore Specific issues and challenges concerning alienation feeling of an employee facing in an Organization, while fulfilling his work commitment. It is then discussed that this dilemma position of an employee occurs by his monitor who is known as MANAGER and this is not indicative, but rather it results the place in a position of secondary importance, influence, or power at work place which is caused by the malfunction, disappointment, stoppage, failure in performance of an employee, intentional or otherwise.

Keywords: Alienation, Work Place, Manager Role and Employee alienation.

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INTRODUCTION

Management is a widespread trend. It is a very well-liked and extensively used word. All organizations - business, political, cultural or social are involved in management because it is the management which helps and directs the various efforts towards a definite purpose. According to F.W. Taylor, "Management is an art of knowing what to do, when to do and see that it is done in the best and cheapest way".

Management in all business and organizational activities is the act of getting people together to accomplish desired goals and objectives using available resources efficiently and effectively. Management consists of planning, organizing, staffing, leading or directing, and controlling an organization (a group of one or more people) or effort for the purpose of achieving a goal. Management arranges the factors of production, assembles and organizes the resources, combines the resources in effective manner to reach goals.

By defining objective of organization clearly there would be no wastage of time, money and effort. Management converts disorganized resources of men, machines, money etc. into useful venture. These resources are coordinated, directed and controlled in such a manner that enterprise work towards attainment of goals.

An organization creates clear cut relationships among positions and ensures mutual co- operation among folks. An agreement of work is brought by managers practicing their authority over interrelated activities of lower level employees.

Manager's authority responsibility relationships can be successful only when there is a formal relationship between the two. There should be co- ordination between different relationships. Transparency should be made for having an ultimate responsibility attached to every authority. There is a saying, "Authority without responsibility leads to ineffective behavior and responsibility without authority makes person ineffective." So, co- ordination of authority- responsibility is very important for a flexible operation in an organization.

An association where individuals from various backdrops with different educational credentials and various interests get nearer collectively to work towards a common goal is called an organization or business or society or workplace.

An organization is nothing but an arrangement where individuals work together and join hands in achieving a common goal. The success and failure of an organization is directly proportional to the amount of hard work put by each employee. Performance management begins when an employee joins workforce. The employee's job description, new hire orientation and initial discussions with his manager are fundamental steps in creating a performance management plan.

Evolution of Employee Alienation at work place:

After several years of experiences or practices in an organization development few were known as best practitioners. A designed approach was given initiation in 1980 regarding employee relationship, to achieve high performance at work by appraising employee through Extrinsic / intrinsic reward by affecting satisfaction levels of an employee. It also helps organization to build well being corporate culture. After long term hypothesis study, we can find objectives of an organization beside goal achieving giving importance in improvement of employee relationship. Which made other concepts like Employee Performance, Employee Reward Program, Employee Motivation, Employee Recognition , team building, delegation, employee empowerment, employee involvement, decision making   involve in an organization process by increase importance of employee.

Factors which are important in retaining talented employees, most of us can guess like: compensation, increment, improvement, appreciation, exciting challenges, career development, and leadership so on. But like other employees, peak performers spend most of their time living with the day-to-day decisions of direct managers. Differentiation of a peak performer is he/she often has the talent to do his/her manager's job and an enthusiastic capability to review his/her manager's choices.

As employer-employee relationship crossing was going on till date, from various modern conclusions on the quality of work life we can find that employees are forcefully satisfied. Against all difficulties and struggles managers of workplace were unable to put into practice, the actions which can gain committed employees. Although employee commitment is advanced as a key objective of organization policies and practices are having its opposite effect, they are contributing to employee alienation.

To make the earliest move in observing frustration level and reasons impacting negatively on workers at workplace are unexciting work, career forecast and inequitable pay; pressure work/family sense of balance, job uncertainty, extended working hours and income inequality etc. However, the facts are incompatible at most excellent.

In behalf all the above, A question arises about a problem of employee alienation while considering employee commitment at workplace.

The framework of the present paper is subject of commitment and alienation of employee in an organization.

A commitment is never supposed to be broken, if it is broken; that means it was never a commitment rather was just a pretention and lying. Commitment is the condition or quality of being dedicated to a reason, activity, etc.. It is also known as a assurance or an undertaking.

Managers may direct workers directly or he may direct several supervisors who direct the workers. The manager must be well-known with the job of all the groups, but does not need to be the best in any or all of the areas. It is more important for the manager to know how to manage the staff than to know how to do their work well.

A manager may have the influence to hire or fire employees or to promote them. No one likes when a manager allows important matters to slip through his hands and bounce away, only to be recovered when an employee is bold enough to restore them to his attention.

Great managers are genuinely delighted by the leadership potential of their best people (as they see a bit of themselves in those employees) and enjoy grooming them. And, fortunately, few managers seem to have absolute disregard for the truly talented people who report to them.

Workforce could not trust, or did not know they could trust, their managers.

We know that A Manager is the person answerable for setting up and directing the task of a group of individuals, having awareness of their work, and taking right action when necessary. The role of a manager is the initial step into an execution.

Here are the little things that a talented employee tends to notice quickly, find job drawbacks, they speak in confidence with colleagues and they decide to leave an organization.

The explanation is not based on systematic research but rather on what I've observed casually, and often, working together.

This paper examines how incongruence between contemporary conversation on commitment and demands for nearness in organization practices are generating employee alienation. It is constructed within the framework of critical theory and concentrates upon the shortcomings and deficiencies of management in tackling issues of commitment and alienation. In doing so, it aligns sympathizing with managers who face a difficult task in the current environment and it is, therefore, an aim to assist them in the process of managing others.

EMPLOYEE ALIENATION IMPACT IN AN ORGANIZATON:

Alienation :unfriendliness of an individual increases violation, breaking off, coolness, disaffection, diverting, division, divorce, estrangement, indifference, remoteness, burst, separation, setting against, turning away, variance, withdrawal at workplace relations.

Alienation is most commonly known by someone distancing themselves from others. Sometimes it is referred to as a social disorder in which someone has difficulty relating with others.

Withdrawal or isolation from other people, rejection of the values of one's family or society, or estrangement from one's own feelings.

Employees are the most frequent victims of feelings of alienation. The alienation often associated with the employee quest for identity commonly involves a distrust of adults, a rejection of their values, and a pessimistic world view. Alienated employees feel their lives are meaningless and that they have little control over the events that shape their lives. They often feel isolated from adults, their peer group, or even themselves.

Many employers feel they must have total control over everything that goes on in the workplace. It is true that developing clear rules and procedures on certain issues is important. For instance, procedures for handling discipline and sickness help to promote good standards of behavior and attendance.

However, if employees are to perform well it is desirable for them to have control over elements of how and when their job is done. This applies to all levels – from the production line to the management board. A lack of control over their working life is one of the most common causes of stress for employees and can lead to disaffection, alienation and poor performance.

The increasingly focus on the individual in the workplace – combined with a growing awareness of the importance of health and safety and environmental issues – has brought stress. Organizational factors

include poor communication, bad working environment and ineffective job design. Individual factors include personal problems such as bereavement, money worries and illness.

Alienated employees are symbolized by powerlessness, purposelessness, loneliness and self-estrangement. But what causes these symptoms of alienation? Has Management contributed to the increase in alienated, less-committed employees? Tonks and Nelson suggest multiple variables play a role in the increased existence of alienation in the workplace. Commitment to an organization declines when a company downsizes or implements a hiring freeze. Sometimes implementing cost-reducing technology can generate lower levels of employee commitment. Casual (or part-time) workers may feel inferior compared to full-time workers in both benefits and value. A shortfall in employee training and the raised use of out-sourcing promotes alienation as well. Each of these decreases employee trust as workers fear for their jobs, manage with repetitiveness, or sense inequitable treatment.

While research cannot specifically answer this question, the model suggested requires that equal benefit should be derived for both the organization and employees. Selection and training are two areas proposed to reform in order to instill allegiance and transform organizational culture. Selecting individuals that claim to be compatible with organizational goals, promoting the organization's beliefs in orientation, and restructuring individual commitment are strategies to combat alienation and lack of commitment. It is also important for HRM to recognize that there is not a solitary remedy for combating employee alienation; a diverse workforce requires individual solutions to such a problem. Such solutions must be sought to retain committed workers that produce results.

From an observation from previous expert articles we can also say relationship between commitment and alienation as Karen Legge (2005) distinguishes between attitudinal and behavioural commitment. She focuses on the more psychological form, in the context of discussing compliance and commitment, pointing out it is in fact an assumption that organization policies give rise to desirable behaviors thus enhancing   agency   performance.

Etzioni (1969, 1975) holds that the degree of workplace involvement by workers is a continuum in which the opposite of commitment is alienation. He proposes that the continuum "... ranges from a highly intense negative zone through mild negative and mild positive zones to a highly positive zone." He describes high positive intensity as 'moral involvement,' which is a deep internalization of place of work values, goals and norms; in other words, commitment. His 'calculative involvement' represents neutral intensity, and is characterized by an exchange relationship between an individual and the organization.

Whereas 'alienative involvement' is an intense negative orientation in which individuals are forced to be an agency member. Indeed, with the exception of Etzioni's work, research and literature on commitment virtually ignores the notion that employees may experience intense negative emotions about their organization.

Given that the context of the present discussion is psychological,--rather than behavioral--commitment, alienation here is treated as a subjective, psychological experience (Blauner 1964). As a state of mind, alienation is thus, by definition not inevitable under capitalism.

In this topic Psychology of a human being plays a vital role, it has the immediate goal of understanding individuals and groups by both establishing general principles and researching specific cases, and by many accounts it ultimately aims to benefit society. Psychology is an applied discipline that involves the scientific study of mental functions and behaviors. Research in psychology seeks to understand and explain how we think, act and feel. Applications for psychology include mental health treatment, performance enhancement, self-help, ergonomics and many other areas affecting health and daily life.
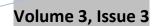
The issue of employee alienation can refer to several different issues:

Organizations and the way they are structured have an effect on the corporate culture which saturates a management which can determine whether its employees enjoying a high level of morale, or whether they feel alienated from their surroundings and their employer. Where employees only communicate with their managers when there is a problem, can create feelings of alienation because the employee's only contact with the manager is when there are negative circumstances involved. Managers who take the time to let employees know when they are doing a good job, not only build a better personal relationship with the employee, but also build a situation where the employee feels valued by the management. Again, this managerial approach requires active participation by the company as a whole, beginning with the upper echelons of management.

Organizational structure can also be a factor in whether employees feel that they are part of the management, or whether they feel alienated. Companies which have hierarchical organizational with many layers of management are likely to have artificial "walls" between workers. Companies which are structured in a more vertical manner, meaning that they have fewer layers of management, are more likely to have employees who feel that they are an important part of the management and who are not alienated

from the company. It is important for companies to develop cultures and organization which promote employee participation.

Employee Alienation occurs mainly by two reasons at workplace

1. INDIVIDUAL (self)

-personality

-values

-belief

-job satisfaction

-influence of supervisor

-personal ethics

2.MANAGERIAL (inter-relationship at work)

-job/work/task

-manager

-job/work/task

An individual employee who wants to make his own decisions would quickly become discouraged. Need to check with the boss before doing almost anything. No willingness will work at work place only given orders need to implement. Even small affairs have to be referred to a higher person up for a final answer. Only little action occurs until manager gives approval. A stressful process takes place in contacting proper channels constant. Past experience plays a large part in the assignment to manager. A very friendly atmosphere is not evident to everyone who works here. The management never sponsors employee get-togethers.

From the above we can consider that an individual employee is becoming lack of involvement, empowerment, responsibility, accountability, role in decision making, credit to merit, transparency, credit to talent, recognition etc., WHICH ARE CREATING ALIENATIONS FEELING IN AN INDIVIDUAL EMPLOYEE.

In behalf all the above organization also is providing a route for employee alienation by lacking the following facilities like training, proper job descriptions, effective systems/ procedures, limited options,

proper supervision, informality, flexibility , understanding of others, Friendly Climate,warmth in the working climate.

In my observation the mistakes done by a manager which causes employee alienate are

a) Keeping restriction in communications (limited), thereby keeping everyone else out of the loop. All those employees categorized as "everyone else" quickly identify as being disconnected and out of touch. The feeling Us vs. Manager starts at that moment.

b) Majority of managers make rationalized changes to things at work place as not necessary but for reorganization or identification. We know in general that Good managers are able to identify for working well. Employee knows what things are being changed just because manager wants to change things.

c) New managers Rather than integrate themselves into a workplace, they come onboard and want everyone to conform to their peculiar behavior. It is known as becoming hard too fast and too early at work place.

d) Managers who are constantly interested in conversation with a worker or in what workers say.

e) A boastful manager (a person) may create more risk to the employees i.e. a person who predicate like an intelligent by words in a boardroom or staff meeting. But lack in ability to transfer words into action at workplace.

f) In general, a manager creates that he always be stiff and behaves as he doesn't have any other interest beyond work. This attitude of manager make employees to ignore him from regular / non-work related activates, which is affecting performance of human – relations at work place.

g) Lacking of employee involvement in manager's decision making or in alternative solutions creates a gap between employee and a manager. Because we strongly believe that everyone in the organization should take part to make workplace a successful and enjoyable place. It may be manager's hesitation or attitude not to ask.

h) A Manager who doesn't believe people and always suspects every action of an employee creates unhappy environment at workplace.

i) An inclined feeling person always feels insecure/cut off by surrounding skilled/talented/well-mannered employees and also feels sloping that he is not talented enough by judging himself. In this situation he acts as subordinates direct him to be/do.

How to have a control on employee alienation:

Alienation can be reduced or maintained by slight alterations in process of an organization.

Management can review, improve, change, support, manage, format or create few activities within the organization like modify / advance technically by developing workplace, work atmosphere, employee communication, conflict management, work- culture, systems for decision making / problem solving, work principles, improving feeling of honesty / trust, interpersonal relations, importance to job involvement, power / authority / control, independence, self admiration, Performance management system, Organizational arrangement, job-interrelated tensions, leadership management, management behavior, incentive program, employment satisfaction all the above can be done with generalization of measurement of the work environment.

Along with above elements the abilities, interests and values of an employee should be given importance in organizational communication process. Depending on the degree of impotence and the lack of respect toward nature, destructiveness manifests in the form of aggression that may develop to the act of destroying the nature.

An individual employee who lives in harmony with his own nature overcomes his own impotence gradually and constructively. Such an individual employee accomplishes natural conveniences. When an individual employee alienates from his own nature he cannot satisfy his needs and, therefore, tensions emerge in him that push him to destruction. The alienated an individual employee lives a biologically inconvenient life.

Alienation is a state where an employee does not recognize values where they really are. He thinks the values are what really are not.

An individual employee thinks as he feels, he feels as he lives, and lives as he thinks. Since an employee manages his thoughts by way of knowledge, since thoughts determine the needs and thus direct the action, it is an individual employee who bears the responsibility for the realization of his own sensorial and emotional states. One can say that an individual employee is what he thinks or, more exactly, that he is what he knows.

CONCLUSION

Organization gains employee commitment focus on involvement, deep internalization of Work Place values, goals and norms and/or calculative involvement where exchanges take place between employee and the organization, but still alienative involvement cannot be overlooked.

The reasons and causes of employee alienate may be very minor to the organization but cannot be ignored by management for longer period. The feelings of powerlessness, isolation and loss of self identity which result from alienation should not be ignored, as the worker commitment which is essential for high performance. While various contemporary management models are capable of alleviate the symptoms, Work Place focus on short term, quantifiable strategies has neutralized Organization's efforts. By leaving social needs through its emphasis on individualism and making unitary assumptions about the goals and interests of workers, this approach seems particularly at odds in pluralistic societies and the current emphasis in management circles on diversity.

Management in practice has been unable to deal with alienation, which challenges workers from their inner or true selves by overt or covert means, particularly through seeking to establish a culture of commitment. In fact, it seems to be the case that HR practitioners may well have contributed to alienation. The classic problems of alienation refuse to go away because the nature of the employer/ employee relationship under the unitary and strategic form of management is logically not possible to alter. However, the point remains that the unitary model, as applied, has serious shortcomings in purporting to help generate commitment; indeed, this paper argues that feelings of alienation increases the severity, violence, or bitterness in Abnormal or impaired functioning, especially of a bodily system or social group consequences of HR practices.

The central thesis advanced here is that the problem lays not so much with the theory of management-- but with practitioners of management who have a critical role in the implementation and delivery of business strategies, which have alienated workers. Such participation may not have been willing. The outcomes are the same, however--alienated, and, therefore, less effective employees.

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