



Employee Engagement

*NJOD Learning Day
November 13, 2014*

Agenda

The Scholarship	Dr. Eugene Kutcher	30 minutes
The Story	Monique Jordan	15 minutes
The Discussion	All	45 minutes



Employee Engagement, the scholarship

GENE KUTCHER, DR. OF SOMETHING

Employee Engagement

- ▶ What is your definition of Employee Engagement?
- ▶ How do you know an engaged employee / workforce when you see it?
- ▶ What factors influence Engagement?



Defining Engagement

An individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort and persistence directed toward organizational goals (Macey & Schneider)

Defining Engagement

The harnessing of organization members' selves to their work lives; in engagement, people employ and express themselves physically, cognitively, and emotionally during role performance (Kahn)

Cognitive, emotional, and behavioral energy an employee directs toward positive organizational outcomes (Shuck & Wollard)

An individual's sense of purpose and focused energy, evident to others in the display of personal initiative, adaptability, effort and persistence directed toward organizational goals (Macey & Schneider)

A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Shaufeli, Salanova, Gonzalez-Roma & Bakker)

Relatively enduring state of mind referring to the simultaneous investment of personal energies in the experience of work (Christian, Garza & Slaughter)

Extent to which employees are motivated to contribute to organizational success, and are willing to apply discretionary effort to accomplishing tasks that are important to the achievement of organizational goals (Kenexa)

Defining Engagement

**Directed to
achieving
organizational
goals**

The harnessing of organization member engagement, people employ and expend cognitively, emotionally, and behaviorally during role performance

Cognitive, emotional, and behavioral engagement directed toward **positive organizational outcomes** (Shuck & Wollard)

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A positive, fulfilling, work-related **state of mind** that is characterized by vigor, dedication, and absorption (Shaufeli, Salanova, Gonzalez-Roma &)

Relatively **enduring state of mind** referring to the simultaneous personal energies in the experience of work (Christian, Garza &)

Extent to which employees are motivated to contribute to success, and are willing to apply discretionary effort to accomplish important to the achievement of organizational goals

**Psychological
energy**

Defining Engagement

The harnessing of organization members' selves to their work lives; in engagement, people employ and **express themselves physically**, cognitively, and emotionally during role performance (Kahn)

Cognitive, emotional, and **behavioral energy** an employee directs toward positive organizational outcomes (Shuck & Wollard)

An individual's sense of purpose and focused energy, evident to others in the **display of personal initiative, adaptability, effort and persistence** directed toward organizational goals (Macey & Schneider)

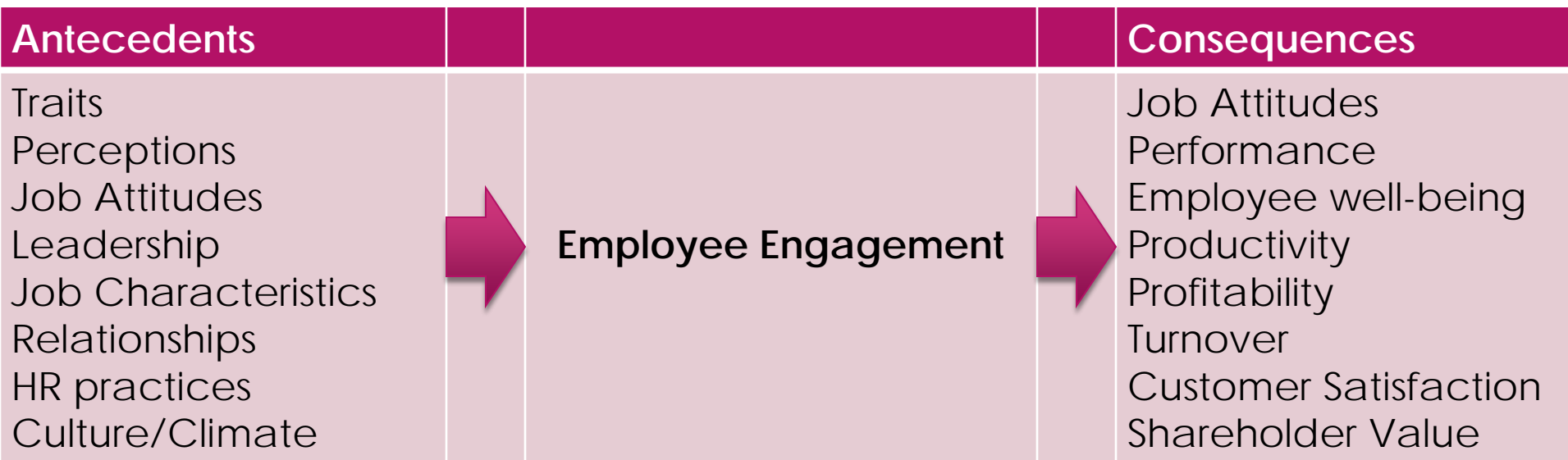
A positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption (Shaufeli, Salanova, Gonzalez-Roma & ...)

Relatively enduring state of mind referring to the simultaneous personal energies in the experience of work (Christian, Garza & ...)

Extent to which employees are motivated to contribute to success, and are willing to **apply discretionary effort** to accomplish important to the achievement of organizational goals (...)

**Behavioral
energy**

Modeling Engagement



Modeling Engagement

Antecedents

Traits
Perceptions
Job Attitudes
Leadership
Job Characteristics
Relationships
HR practices
Culture/Climate



Modeling Engagement



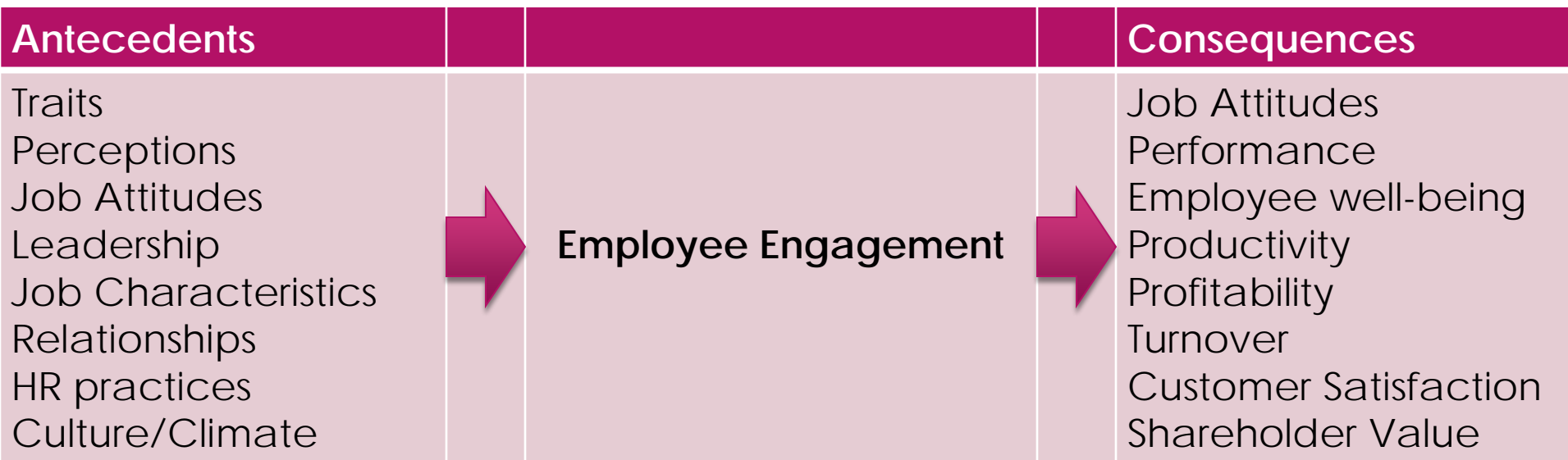
Employee Engagement

Measuring Engagement

Utrecht Work Engagement Survey

Vigor	At my work, I feel bursting with energy When I get up in the morning, I feel like going to work I can continue working for very long periods at a time At my work I always persevere, even when things do not go well
Dedication	I find the work that I do full of meaning and purpose I am enthusiastic about my job My job inspires me To me, my job is challenging
Absorption	Time flies when I'm working When I am working, I forget everything else around me I am immersed in my work It is difficult to detach myself from my job

Modeling Engagement



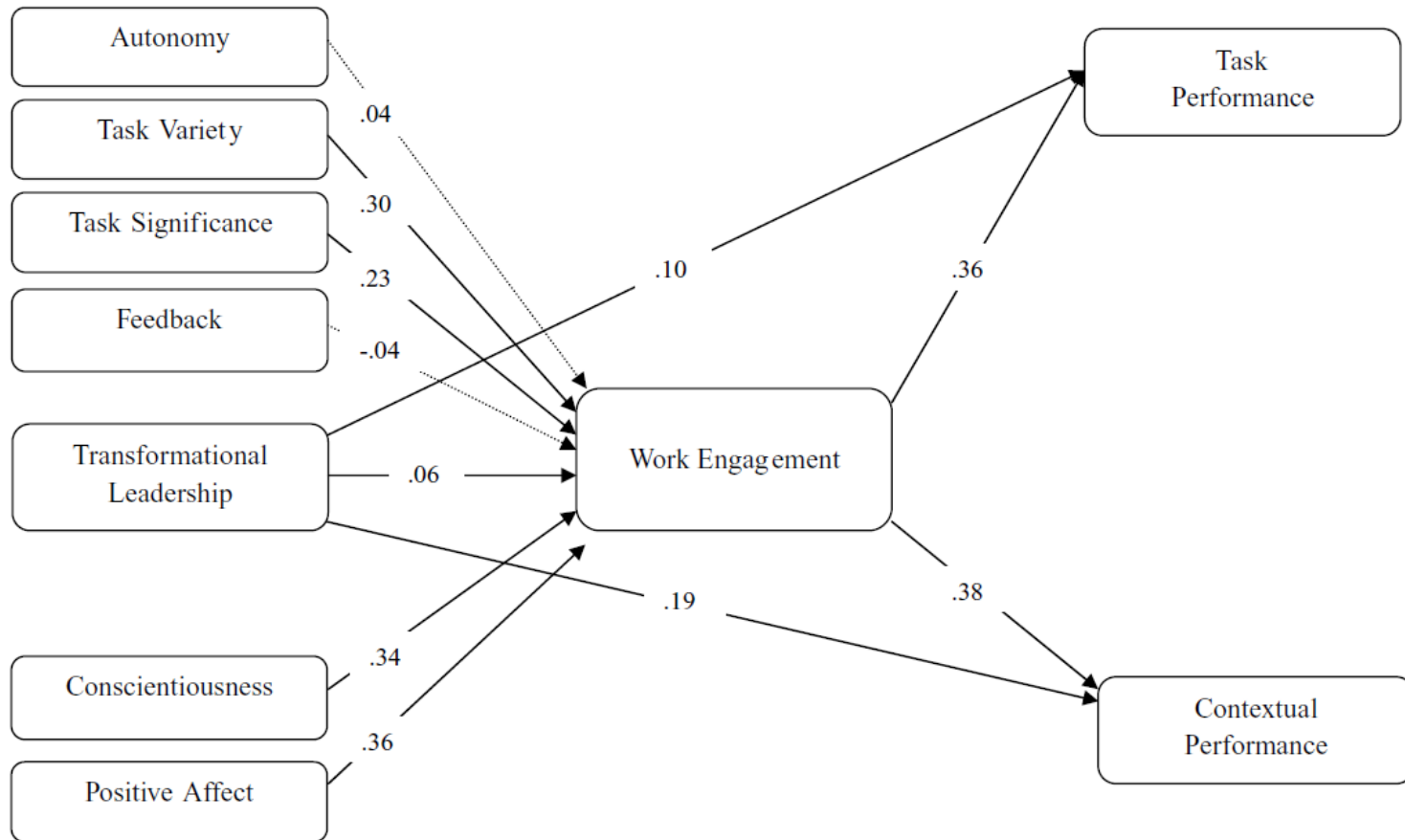
Modeling Engagement

Consequences

Job Attitudes
Performance
Employee well-being
Productivity
Profitability
Turnover
Customer Satisfaction
Shareholder Value

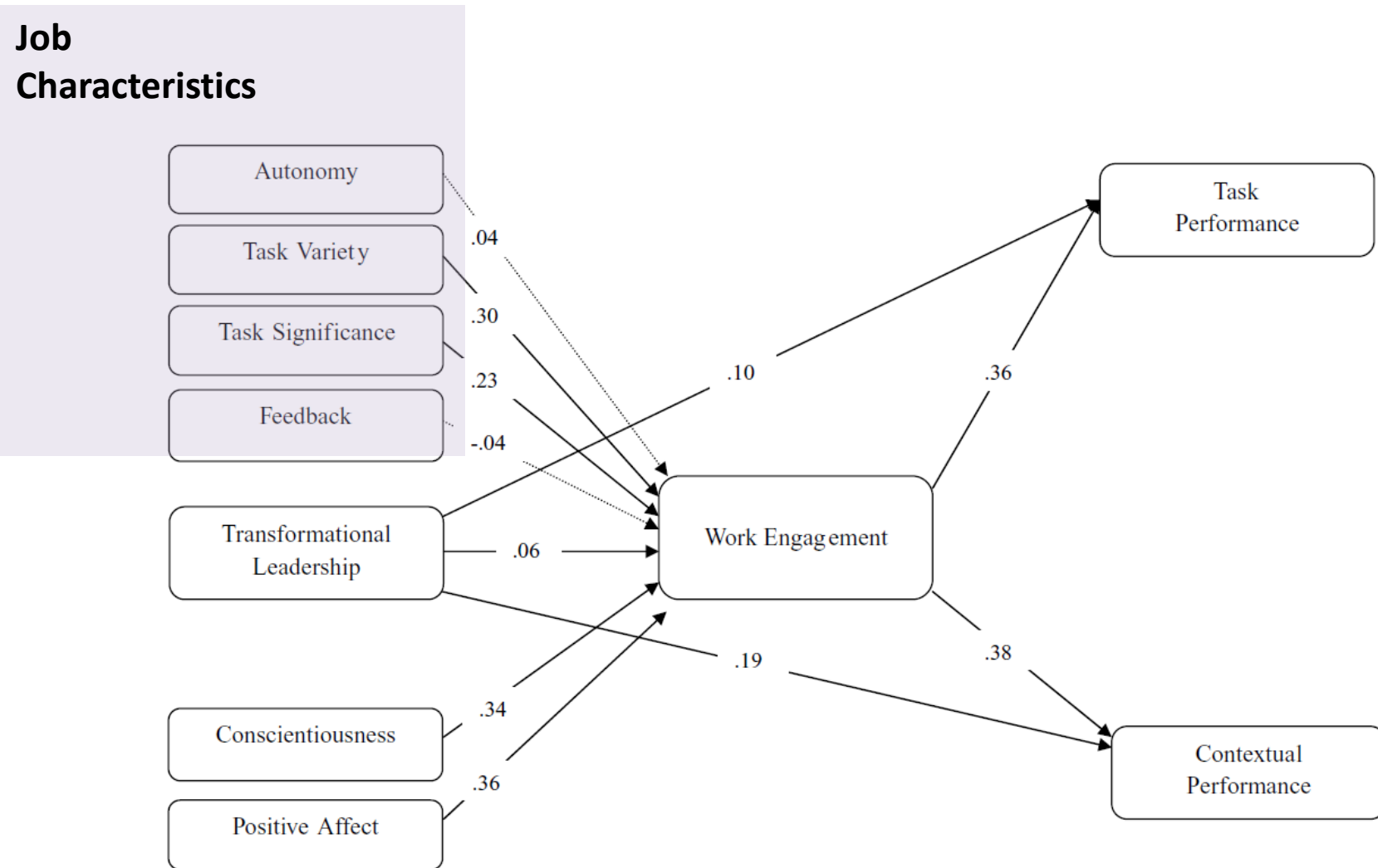


Modeling Engagement



Note: Statistics are standardized path coefficients. Dashed paths are not significant; otherwise, all paths are significant at $p < .01$. $N_h = 1091$.

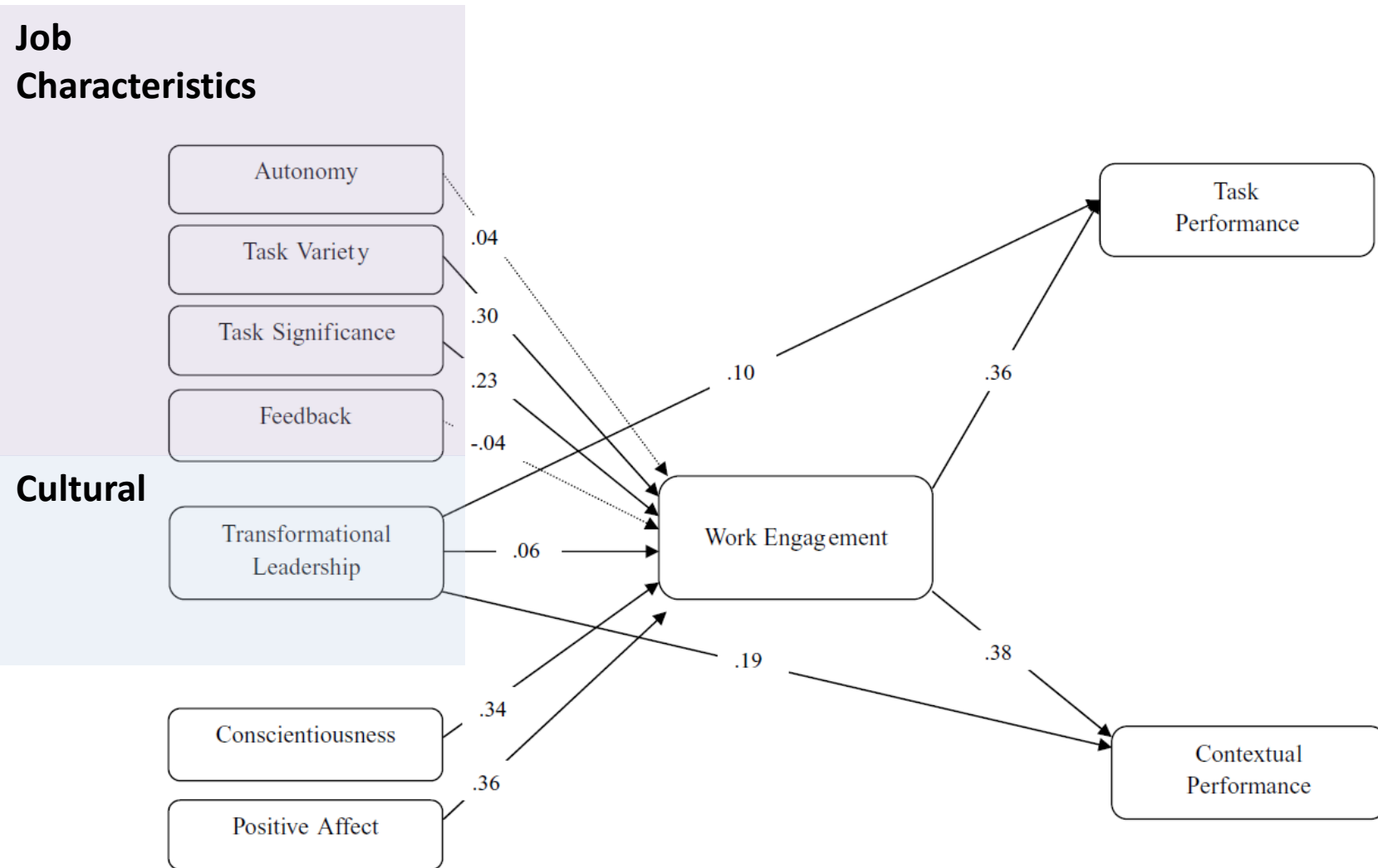
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Christian, Garza & Slaughter, 2011

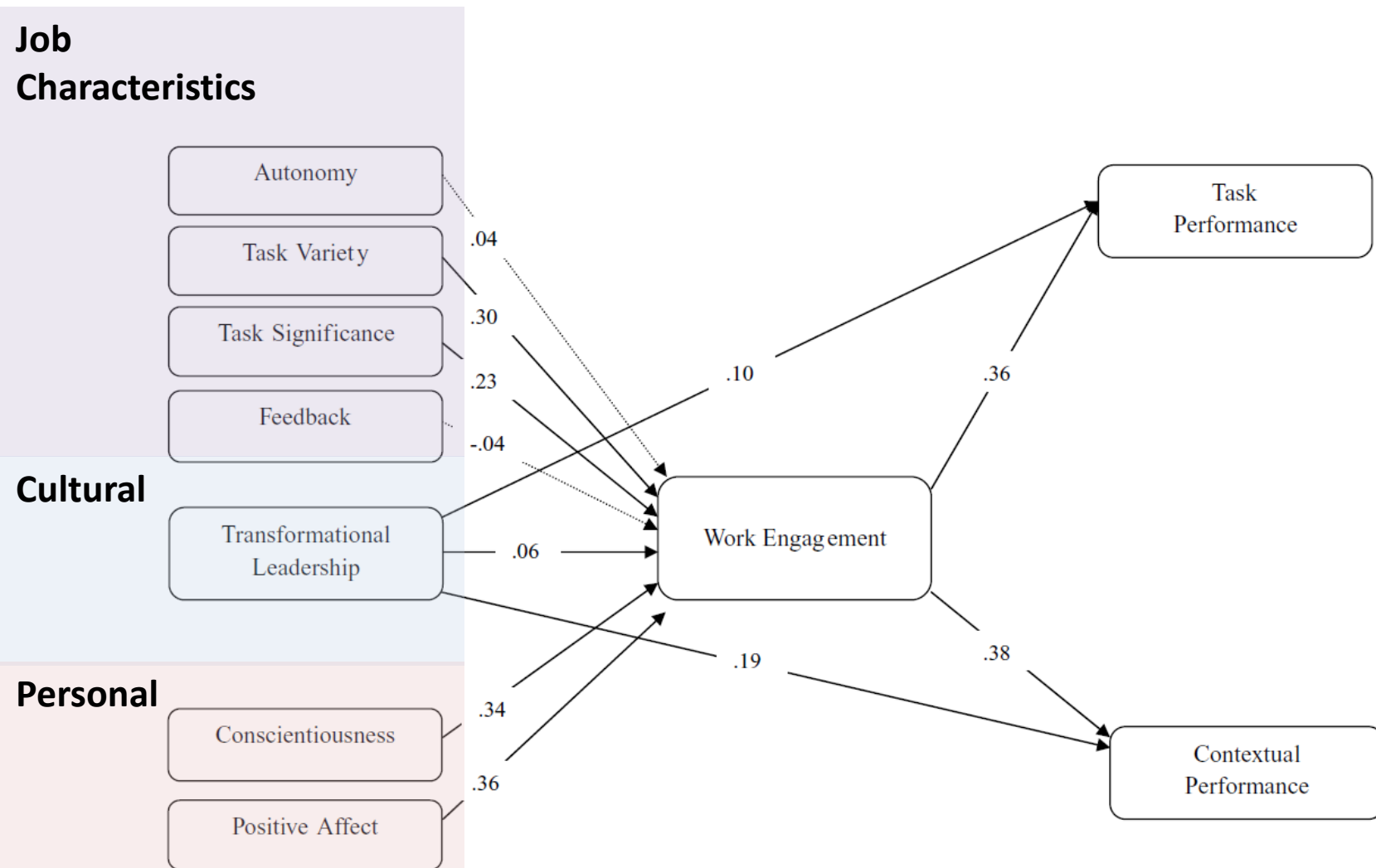
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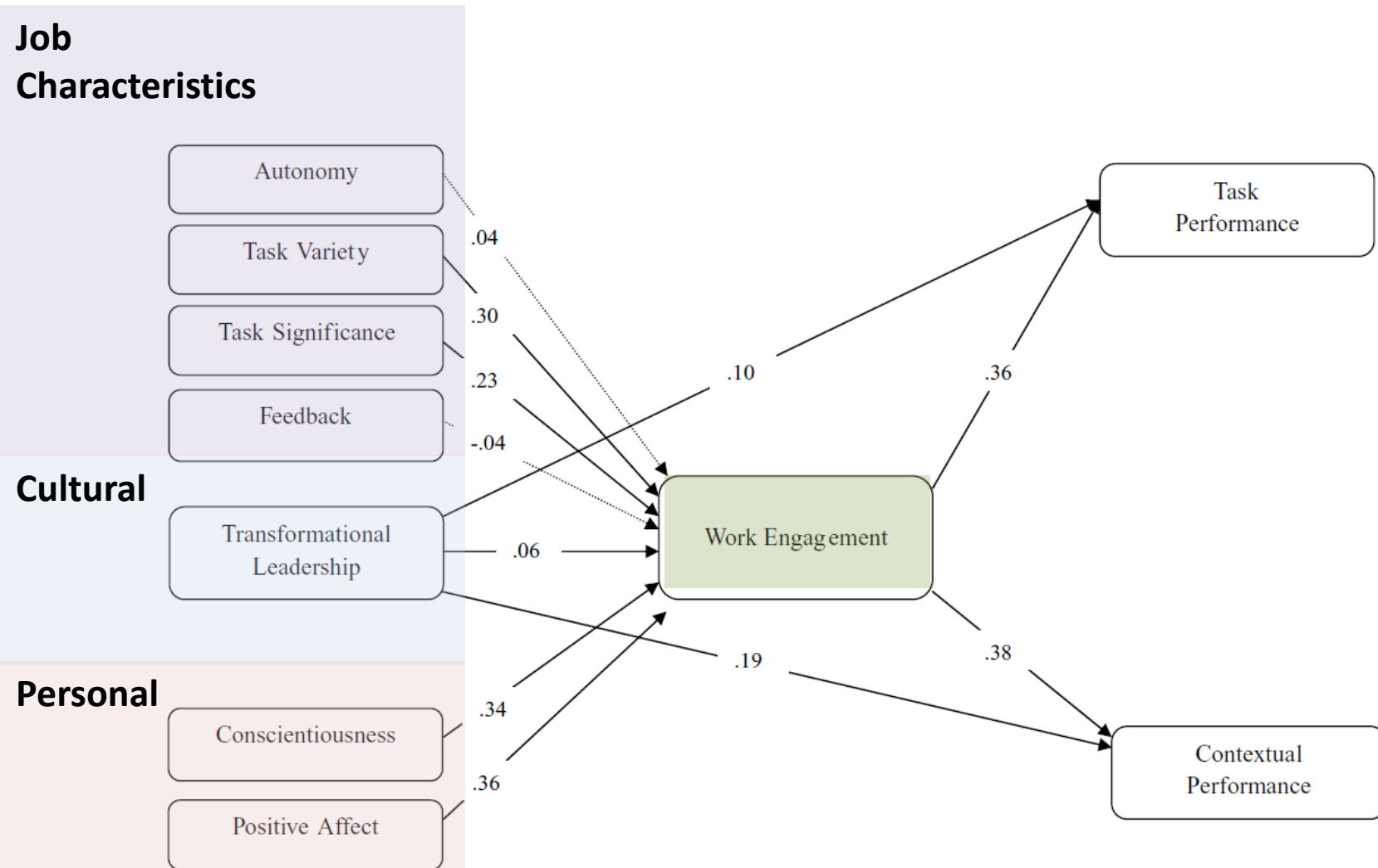
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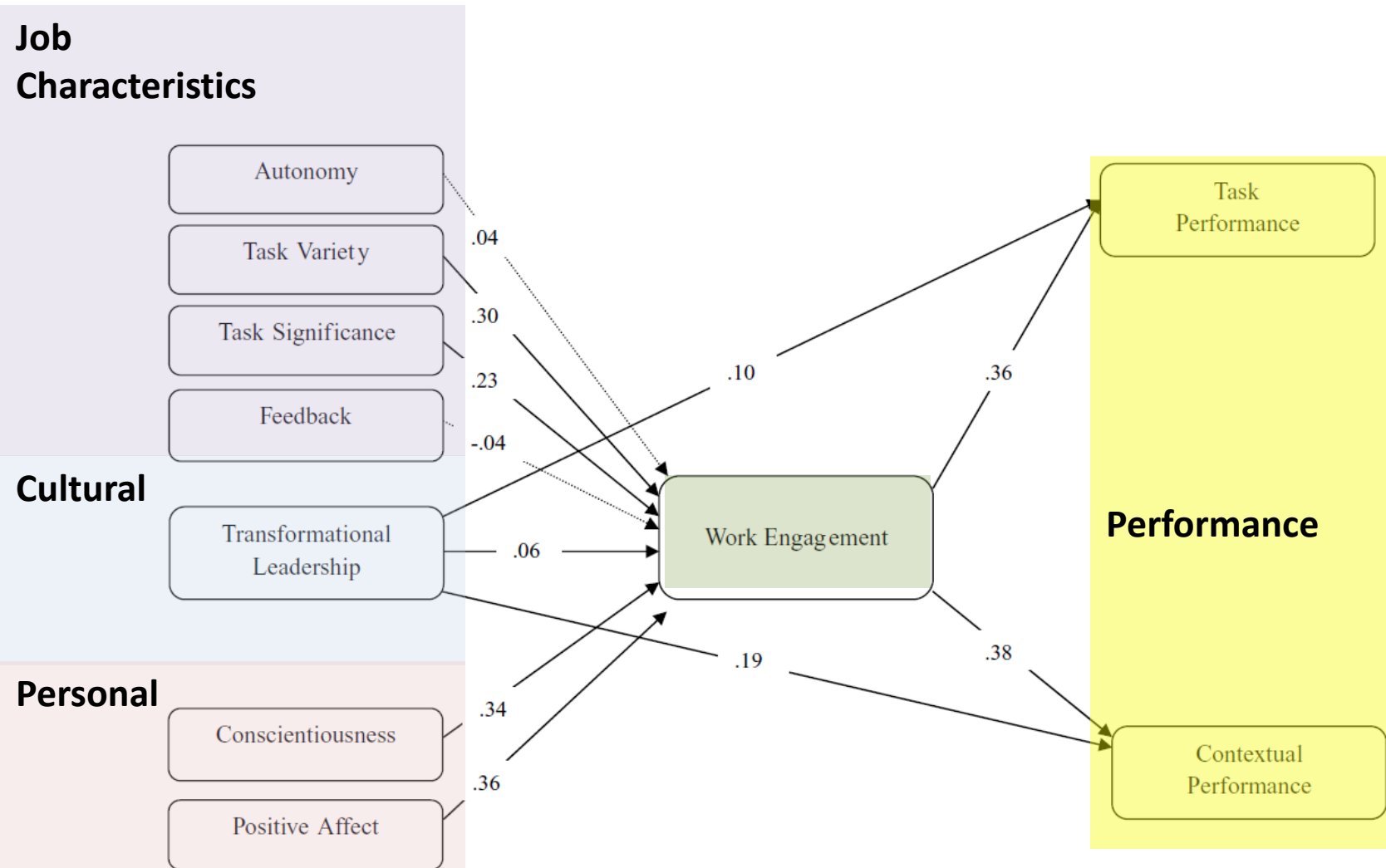
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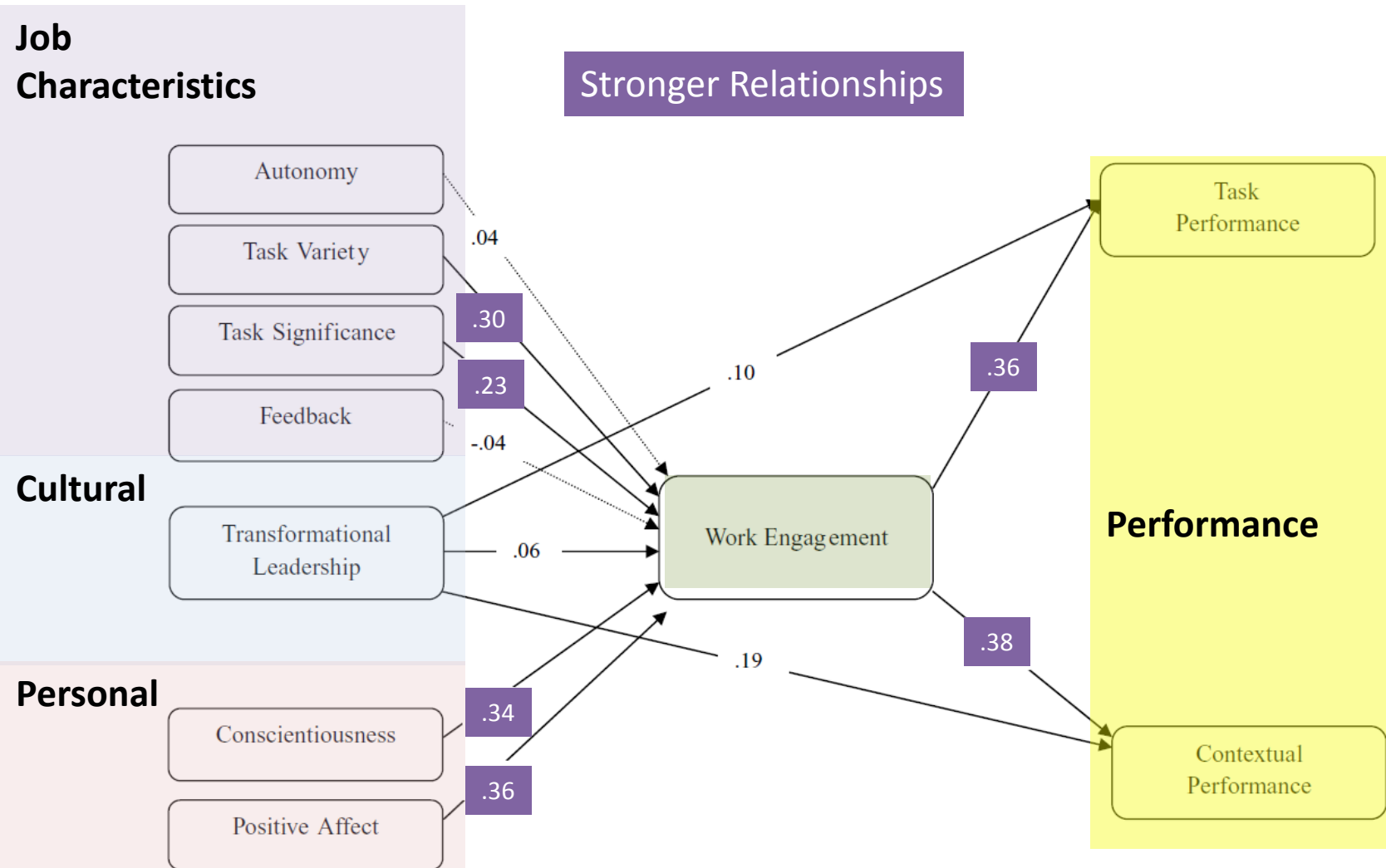
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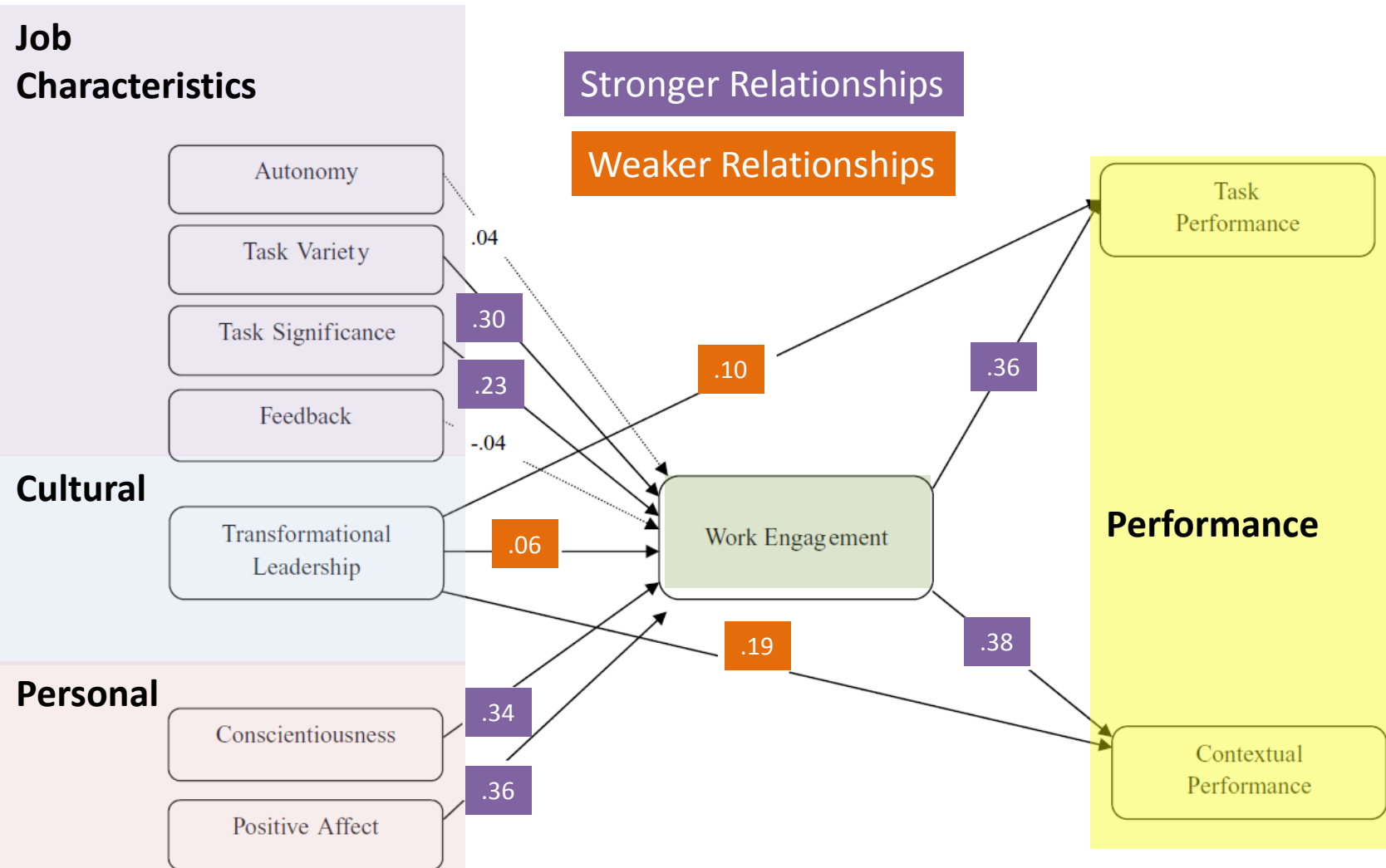
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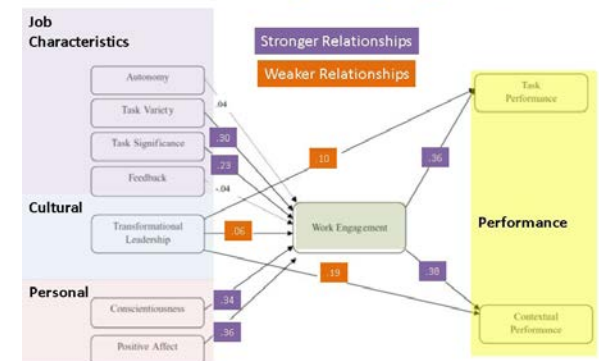
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Christian, Garza & Slaughter, 2011

Modeling Engagement

- ▶ Distinction between Engagement and other job attitudes
- ▶ Engagement predicts Task and Contextual Performance
- ▶ Personal employee characteristics and job characteristics predict Engagement
- ▶ Points of impact – employee selection and job design

Modeling Engagement





Trending in Engagement

Human Resource Development Practices and Employee Engagement:
Examining the connection with employee turnover intentions

(Shuck et al., 2014; *Human Resource Development Quarterly*)

Work Engagement: The roles of organizational justice and leadership style in
predicting engagement among employees

(Strom, Sears, & Kelly, 2014; *Journal of Leadership & Organizational Studies*)

Employee Engagement and Well-Being: A moderation model and implications
for practice

(Shuck & Reio, 2014; *Journal of Leadership & Organizational Studies*)

Work Engagement versus Workaholism: A test of the spillover-crossover model

(Bakker, Shimazu & Demerouti, Shimada & Kawakami, 2014; *Journal of Managerial Psychology*)

Daily Fluctuations in Work Engagement: An overview and current directions

(Bakker, 2014; *European Psychologist*)

The Call Center

A STORY OF ENGAGEMENT



As you listen to the journey of this call center, ask yourself the following questions:



- ▶ How did the new approaches bring about or influence engaging behavior?
- ▶ Why did the agents respond the way they did?



The setting

This is a true story

- The Company lost the Medical Management contract and was in the midst of a 2-year turnover
- At the end of the 1st year of turnover, morale low, knowledge base eroding, temps outnumbered regular employees and **performance was tanking**



The challenge

How to get employees to:

- Unleash untapped talent
- Get agents to take responsibility and be accountable
- To work as a single unit
- Create a culture of respect where everyone adds value



Conditions for success

What changed

- Created a theme of running your leg of the race
- Leadership shared vision
- True Colors Assessment
- Team Practice (problem solving games)



And after a sudden everything was different

In less than a year, in the midst of significant change people began to:

- Care about how they showed up
- Help & support others
- Take ownership for their success
- Take pride in accomplishments

And performance followed:
SLAs consistently met,
absenteeism down, customer
satisfaction increased and work
was fun



Discussing Engagement

How can researchers and practitioners
work together more effectively to
meaningfully impact engagement?

Discussing Engagement

Is engagement truly measurable? Is measurement of engagement adding value in practice? Beyond surveys, what are other ways to measure it?

Discussing Engagement

Is there such a thing as a workforce that's
"too engaged"? What if any might be the
risks associated with fostering
engagement?