

Tips for increasing job engagement to drive job performance

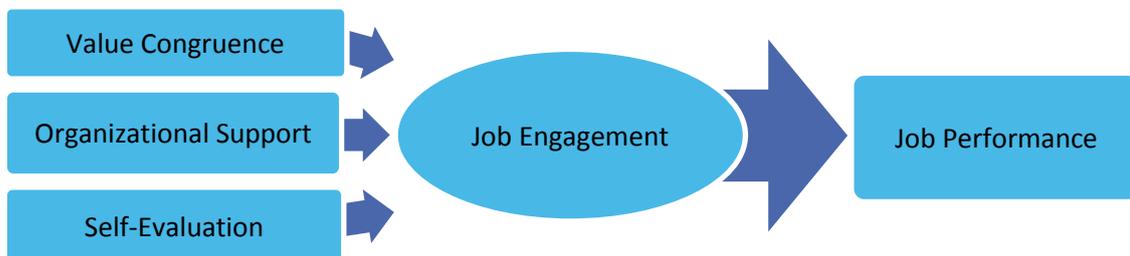
Key Finding: Engagement explains the link between job performance and individual and organizational factors better than job involvement and job satisfaction. Managers should therefore invest resources in activities that assess and enhance employee engagement.

Executive summary

Engaged employees can lead to increased job performance and contribute to a firm's competitive advantage. Key to tapping into employee engagement is, understanding the factors that comprise job engagement and what can you do as a manager to increase them.

There are three factors underlying job engagement:

1. **Value congruence** - How meaningful is the work and what is the ROI of putting my head, heart, and hands into it? Individuals whose roles call for them to use behaviors that are consistent with their own self-images experience meaningfulness and tend to feel worthwhile, useful, and valuable.
2. **Organizational support** – Can I invest fully in this role without facing negative consequences? Organizational support manifests itself in the extent to which employees perceive the organization values their contributions and cares about their well-being. Employees' perceptions of organizational support develop through supportive and trusting interactions with managers and colleagues.
3. **Self-evaluations** – Am I ready and psychologically available to engage fully in this role? This refers to an employee's confidence in his/her abilities to perform well in his/her role. Employees with higher self-evaluations believe in their own ability and are positive and productive – meaning they are more available to engage in their work.



Job engagement links these three factors to job performance. The authors show that job engagement better explains this linkage than other constructs such as job involvement, intrinsic motivation, and job satisfaction.

What are the implications for my organization?

- ✓ Hire employees with high self-evaluations and employees whose values align well with those of the organization.
- ✓ Ensure internal practices such as performance measurement systems, professional development investments, and employees' interactions with managers and supervisors are consistent and contribute to employees perceiving the organizational environment as supportive and reliable.

Summary of: Rich, B., Lepine, J. & Crawford, E. (2010) 'Job Engagement: Antecedents and Effects on Job Performance' *Academy of Management Journal*, 53(3):617-635.