Collective Organizational Engagement: Antecedents and Connection to Firm Performance

**Key Finding:** Organizational-level engagement is different from individual engagement, and specific strategic managerial actions can facilitate *collective organizational engagement*, which increases value by enhancing firm performance.

**Executive summary:** This article shows how individual employee engagement differs from organizational-level engagement. Moreover, it presents the “business case” for employee engagement, which is based on an investigation of the antecedents for organizational-level engagement and the mechanisms that link employee engagement to firm performance. The authors highlight the moderating effect of strategic implementation on the organizational practices that facilitate collective organizational engagement.

**Underlying psychological conditions necessary for engagement:**
- **Meaningfulness:** feeling useful, valuable, and not taken for granted.
- **Psychological safety:** feeling comfortable without the risk of negative consequences to one’s self-image.
- **Availability:** feeling ready to engage fully in the job because sufficient resources (physical, emotional, and physiological) are available.

**Antecedents for collective organizational engagement:**

- **Motivating Work Designs** → Primarily influence meaningfulness
- **HRM Practices** → Primarily influence safety
- **CEO Transformational Leadership Behavior** → Primarily influences availability

**What are the practical implications for my organization?**
- Employee engagement should be measured at the individual level and then aggregated to the organizational level.
- Managers can increase collective organizational engagement by:
  - **Enriching entry-level jobs:** Providing more feedback and greater autonomy, variety, and significance to jobs.
  - **Implementing HRM investments:** Connecting performance appraisals with compensation to ensure a feeling of fair rewards for jobs done well.
  - **CEO adopting transformational leadership style:** Persuading employees to work towards the same shared and meaningful purpose.
- **Importance of aligning and executing the strategy:** As a manager, you must calibrate departmental goals with the overall strategic objectives of the firm and actively monitor progress towards those goals.