

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.

Summary of: Barrick, M. R., Thurgood, G. R., Smith, T.A. & Courtright, S.H. (2015). “Collective organizational engagement: Linking Motivational Antecedents, Strategic Implementation, and Firm Performance”, *Academy of Management Journal*, Vol 58(1), 2015, 111-135.