

Work Engagement and Its Relations with Task and Contextual Performance

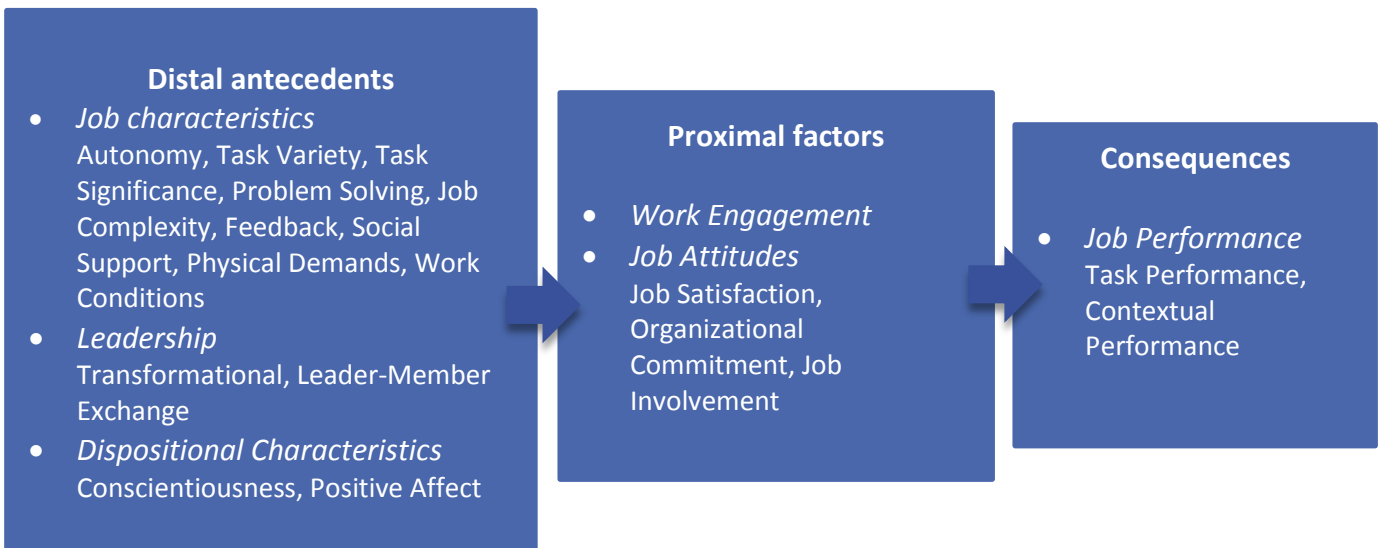
Key Finding: Work engagement is a relatively stable state of mind and refers to the investment of one's personal energies (physical, emotional, and cognitive) in the performance of job-related tasks.

Executive summary: The article seeks to establish a common definition of engagement by reviewing the extant literature in the field. It also attempts to clarify how engagement differs from similar constructs and tries to determine whether engagement can be used as a predictor of performance.

What is work engagement? (Building on Kahn's (1990) definition)

1. Relates to the *physiological connection with the performance of tasks* on the job (i.e., more related to tasks than to attitude towards the organization/workplace).
2. Concerns the *self-investment of personal resources in work* (i.e., individuals bringing physical, emotional, and cognitive energies to work).

Conceptual framework:



What are the practical implications for my organization?

- Engaged employees perform tasks more effectively and are more likely to engage in discretionary behavior (e.g., teamwork, helping) that also increases effectiveness.
- Leaders should adopt more transformational leadership styles and include employees in decision-making processes.
- Managers can increase engagement through job design (varied and significant tasks) and selection processes (hiring conscientiousness and proactive people).

Summary of: Christian, M. S., Garza, A. S. & Slaughter, J. E. (2011). " Work Engagement: A Quantitative Review and Test of its Relations with Task and Contextual Performance", *Personnel Psychology*, Vol 64(1), 2011, 89-136.