

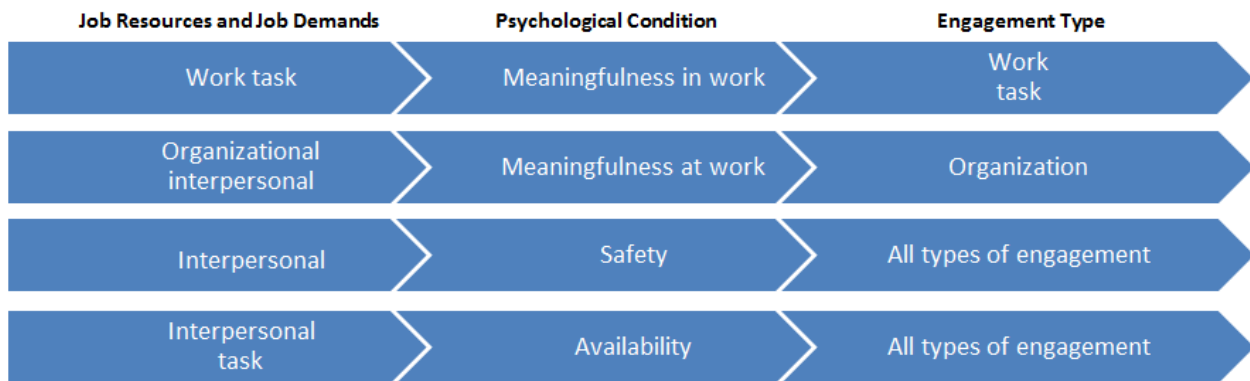
An Integrated Theory of Employee Engagement

Key Finding: The authors distinguish among different types of engagement, and try to establish a causal model of engagement in which job demands and resources affect the psychological condition of employees, which in turn affects engagement.

Executive Summary: The authors seek to establish a foundation for future research on employee engagement by building an integrated theory. They argue that “employee engagement” can be separated into four categories of engagement:

- Work/job engagement: The term most often used. In this context, it refers to all tasks an employee has.
- Task engagement: Employees have different tasks at work and can have different levels of engagement in different tasks.
- Organization engagement: Employees can be more or less engaged in their organizations regardless of their work engagement.
- Team/group engagement: Employees may not engage fully in teamwork despite being highly engaged in their individual work.

The levels of engagement are affected differently by different psychological conditions (see figure). These psychological conditions include: a) meaningfulness *at* work, b) meaningfulness *in* work, c) safety, and d) availability of psychological resources.



The authors use the JD-R model to explain how job resources and demands influence psychological conditions.¹ Job resources are found at different levels:

Resource Level	Example
Organizational	Career opportunities
Interpersonal	Supervisor and coworker support
Work	Participation in decision making and role assignment
Task	Performance feedback

What are the practical implications for my organization?

- Effective management of job resources and job demands is key to increasing employee engagement.
- If your organization’s success depends on your employees having a certain type of engagement, make sure that the available job resources provide the necessary psychological conditions.

Summary of: Saks, Alan M., Jamie A. Gruman. (2014) “What Do We Really Know About Employee Engagement?”, *Human Resource Development Quarterly* 25 (2), 2014: 155-182.

¹ JD-R: job demands and resources. If you would like to know more about JD-R, please see:

http://www.cbs.dk/files/cbs.dk/executive_summary_4.pdf.

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