

Organizational engagement

Psychology



Organizational engagement Past research predominantly focused on employee/work engagement; however, this perspective soon changed when Rothbard (2001) inferred that the role assigned to an individual predetermines the degree of engagement. Building on that presumption, Saks (2006) distinguished between the employee's work role and the role inherited by being a member of the organization. From these roles, he identified organizational engagement and work engagement. Saks defined the former as an employee's sense of attachment (personal) to the organization, which is independent or separate from the role assigned by top management.

Change; be it on a personal or institutional level can be a major source of stress in an individual's life. Therefore, it is prudent for top management to adopt effective strategies that help in the management of change after its implementation. For example, one can use the Prochaska & Clemente change model, which outlines a systematic process whereby, one first identifies the problem and sets out to rectify the problem. Change on an organizational level is likely to alter the employee's sense of attachment to the organization.

In conclusion, when top management is empathetic to the needs of the employee especially during the implementation of organizational changes, the latter feels obliged to behave in a reciprocal manner. According to Saks (2006), a worker who perceives high organizational support has a higher probability of experiencing heightened levels of employee and organizational engagement.

References

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